



Final Report

An Evaluation of
Fire Services and Financing
for Contra Costa County

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Final Report

An Evaluation of Fire Services and Financing for Contra Costa County

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I. EXECUTIVE SUMMARY

The Contra Costa County Board of Supervisors, County Administrator, and Fire District are engaged in an ongoing organizational, service practices, and financing review of the District. The broad goal for this review is to find ways to reduce District expenses to conform with revenue, while ensuring continuation of an acceptable level of service to communities that are served by the District. This review has also looked at potential new revenues, though options are severely limited due to tax limitations on local governments.

This report pertains to the review of service practices and financing that has been conducted by The Davis Company. This study has focused almost entirely on those activities that occur at the level of the "fire station". These activities represent most of the cost to operate the District. Compensation that is paid to fire fighters was also a part of the study. A more comprehensive review of study objectives and methodology is discussed in the following Section. A separate organizational audit of the Fire District has been undertaken by the County Administrator's Office.

This summary describes our major findings and recommendations, all of which are discussed in greater detail in latter sections of this report. To a great extent, our evaluations were based on a comparative review of industry compensation trends, and by applying a "best practices" review to the District's operations.

General Observations

Before listing our specific findings and conclusions, we offer some general background observations about the Contra Costa County Fire District based on our experience evaluating similar departments on the west coast.

- *Fire departments are by their very nature an expensive service due to 365 day, 24 hour service delivery, the complicated and costly equipment that is required, and the extensive and on-going amount of training that is needed for a high state of readiness.*

For every twenty-four hour duty position (referred to as a "post position") at least three full-time employees, plus relief for leave-time is required. The twenty-four hour nature of the work also complicates the management role when compared to more traditional eight hour daily work schedules.

- *The considerable added costs of expanding services requires that fire departments, and the communities they serve, be extraordinarily clear about the fire department's service mission.*

The service program profile for most urban and suburban fire departments is changing, sometimes at a rapid pace. Expansion of the "first responder" role to include emergency medical service (e.g. both basic and advanced life support), hazardous materials containment and for some jurisdictions management of the hazardous materials regulatory process, search and rescue, and numerous other specialized services are changing the staffing requirements and financing needs of fire departments. Some of these trends are clearly present in Contra Costa County.

- *As the scope and complexity of fire departments' service role changes, the jobs of the fire fighter and those who support them are also changing.*

Mandated training for fire fighters has increased by approximately 25-30% within the past 15 years depending on whose estimates are used. Personal safety training, as well as the acquisition of new skills to better serve the public, are a part of the enhanced training. The cost to train one paramedic will normally exceed \$40,000.

- *It is especially imperative that local officials take revenue trends and resources into account when managing the cost of services, especially emergency medical services as they are highly valued by the public. However, the District's problem is not just one of revenue. Numerous operating and compensation practices have made the cost of service too high. Local government officials have very little revenue raising authority due to tax limitations. This is why arguments that fire department funding problems are "revenue" challenges are simply wrong.*

In Contra Costa County, the fire department budget increased approximately 7.5% between July, 1994 and June, 1997 (i.e. before Phase I reductions). Wage and benefit adjustments equal to approximately 13.7% net of incentive pay conversions were granted during this same period. The Bay Area cost of living, as reported by the U.S. Department of Labor, increased 10.7% during the same period. The County's property tax base, the primary revenue source for the District, increased 7.7%

In general, the property tax is an increasingly unreliable funding source when it is the predominant or only resource that is available. While there are exceptions to this trend for areas that contain mostly high value property and improvements, fire departments, in particular county wide departments, are finding that the property tax is not a sustainable funding source.

Findings, Conclusions & Recommendations

This report includes numerous findings, conclusions and recommendations that, based on our experience, if implemented, will help restore fiscal balance to the Fire District. Due to the severity of the problem, this task requires both short-term, and longer-term solutions. The County's administrative audit is addressing the short-term issues. While our analysis focuses heavily on longer-term solutions, some actions require the Board of Supervisors' immediate attention. Our findings, and recommendations specifically deal with five topics: Fire District compensation, the operations and service activities at fire stations, the District's paramedic program, employment standards for the fire fighter, and District revenues.

Compensation

- Finding: Total compensation for District fire fighters is near the median of the market that we surveyed. District compensation (excluding pay for unscheduled overtime and retirement) ranks third out of eleven employers. Including retirement, the District ranks sixth. Comparisons were made with and without retirement costs because pension plans and payment methods vary considerably among employers.
- Finding: Average annual wage increases for fire fighters in recent years have exceeded the annual cost of living for the Bay Area. Since 1994, the Consumer Price Index increased an average of 2.67% annually, and the District granted salary increases to fire fighters that averaged 3.4% annually. Even more importantly, District compensation has exceeded its ability to pay.
- Finding: Certain methods of calculating pay are too lucrative and should be reconsidered. For example, in-lieu holiday compensation is paid at the overtime rate, even if a holiday does not occur on the employees duty shift. FLSA pay is calculated at the overtime rate even if the employee is not present during the duty period.

- Finding: Total overtime expenses are too high representing about 12% of every payroll dollar. Unscheduled overtime in particular is largely due to stringent minimum staffing provisions that are contained in the bargaining agreement with Local 1230, unusually high position vacancy rates, training and committee work that is paid at the overtime rate, and the way that staffing is managed and controlled generally.

- Recommendation: Revise work assignment practices to strictly limit unscheduled overtime.
- Recommendation: Renegotiate key provisions of the Local 1230 bargaining agreement, related to FLSA and holiday pay calculations, and minimum staffing standards.
- Recommendation: Create a new fire fighter trainee and/or an itinerant fire fighter classification. Use this classification and/or reserve fire fighters as needed to meet the District's staffing requirements.
- Recommendation: Wages represent 85% of the District's operating budget. Strive first to balance the District's budget by implementing the recommendations for operating cost reductions, compensation policy changes, and new revenue proposals that are contained herein. If significant cost reductions and revenue options cannot be achieved, then strong consideration should be given to deferring wage adjustments in the future.
- Recommendation: Immediately begin the process of negotiating a new labor agreement with the Local 1230 (*the current agreement expires on 12/31/98*). Direct the District's labor relations staff to develop specific proposals related to compensation and minimum staffing and to share these proposals with Local 1230 in preparation for bargaining.

Fire Fighter Employment Standards

- Finding: Entry level training standards for fire fighters are the cause of serious inefficiencies in the recruitment process due to an average of 3,000 applicants per vacant position. Other departments are managing this condition by raising entry level standards in ways that also helps to reduce on-the-job training cost for new fire fighter, some of which is paid at an overtime rate.

- Recommendation: Require completion of basic paramedic training as a prerequisite, if the Board of Supervisors decides to continue providing advanced life support emergency medical services with paramedics.
- Recommendation: Increase focused recruitment of minorities and females as needed to achieve the department's diversity goals. Use the proposed new itinerant employee, or trainee firefighter work classification as needed to achieve this objective.

Services, Operations & Staffing

- Finding: The District's "adaptive staffing" practice to cross train fire fighters on all essential fire apparatus is an efficient and reasonably streamlined practice compared to many other fire departments.
- Finding: In general, the District's four "two-company" fire stations serve a useful purpose and should be retained. However, two of the stations show relatively low call volumes and the strategic mission for the engine/ladder truck combination is questionable. These units could be re-deployed to meet expansion needs in other areas, or staffing could be reduced to 5 instead of 6 fire fighters through shared unit staffing.
- Finding: The Department's practice of minimum staffing at the lowest operating unit level is too costly, not efficient, and does little to improve public safety.
- Finding: Much of the District's heavy equipment fleet is in an advanced aging status because funds are not set aside for regular equipment replacement. Approximately 22% of the District's fire apparatus is overdue for replacement.
- Finding: Maintenance for the District's equipment fleet, especially light vehicles, is highly susceptible to outsourcing. Other agencies are reporting savings through this strategy. So far, the District's evaluation of this opportunity has analyzed only labor costs.
- Recommendation: The District should explore outsourcing of its vehicle maintenance functions, possibly through contracts with other public agencies. Outsourcing should not just transfer the maintenance responsibility, it should reduce cost.

- Recommendation: Renegotiate minimum staffing requirements with IAFF, Local 1230. Modify the present policy to give management greater flexibility to assign staff where needed most on a daily basis to meet all of the District's fire protection mission.
- Recommendation: Restructure training and operations support work so that most all of it occurs during normal duty time, not on overtime.
- Recommendation: Limit overtime to that which is essential to meet a revised minimum staffing policy.
- Recommendation: Deploy trainee fire fighters and reserves as needed to meet the District's staffing requirements.
- Recommendation: Under utilized units at two station should be re-deployed to meet expansion needs in other areas, or staffing should be reduced to 5 instead of 6 fire fighters through shared unit staffing.

Emergency Medical Services:

- Finding: The Fire District's advanced life support emergency medical service program (i.e. paramedics) is substantially redundant because similar service is already in place thorough the County's private ambulance contract.
- Finding: The District has begun its pilot paramedic service without a viable financing plan, and is funding this program with District property taxes. Four units of the pilot paramedic program have already been deployed, and four additional paramedic units will be placed in service soon.
- Finding: A number of EMS models include a role for fire department paramedics. San Diego, San Mateo, and Orange County all represent distinctly different models. Fire engine based paramedics hold the promise of being an effective and efficient way to provide this essential service if District paramedics are properly and cost effectively integrated into the private emergency medical service, and new revenue is provided.

- Recommendation: The County should be in the emergency medical care business only if a responsible long term financing strategy can be put in place to pay for the service. An acceptable service plan is one that integrates public and private units (i.e. private ambulances and paramedic fire engines) into a single system with new funding for start-up, training and on-going operations costs. Unless an acceptable plan can be constructed, the District should withdraw from this service area.
- Recommendation: Defer deployment of the remaining four pilot units until a long range, financially sustainable strategy is designed. Consider suspending the first four units that are already in place until a decision is made to “get in”, or “out of” the emergency medical service business.
- Recommendation: Direct the County Health Services Department, working with the fire department and local ambulance providers, to prepare and submit a new Emergency Medical Service plan to the Board of Supervisor’s within 120 days that integrates fire district paramedics and the private ambulance system into a single emergency system - if viable financing can be demonstrated.

District Financing

- Finding: The property tax is increasingly inadequate when it is the predominant source of revenue for fire departments. The District serves a largely incorporated population, including nine cities.
- Finding: There is no significant statewide precedent for allocating Proposition 172 funds to fire protection. Many legislators note that fire districts were specifically spared from many of the drastic revenue shifts that occurred during the early 1990’s. If Prop 172 resources are to be redistributed or enhanced for fire protection, it is likely that this change must come about through new state legislation.
- Finding: Due to statewide tax limitations, there is no easily accessible source of new revenue for the Fire District.
- Recommendation: The Department should actively review its financial condition with those it serves, and should engage the cities in funding discussions especially for one-time expenses.

- Recommendation: District assets should be closely examined and consolidated to the extent practical. Assets no longer needed should be converted, including any excess land and buildings. Consolidation of resources, especially for administrative and support functions that can be outsourced, should be aggressively pursued.
- Recommendation: A supplemental financing program built around the department's five year projection of district growth should be pursued that includes:
 - a comprehensive updating of all fees and charges at least once every two years;
 - consideration and adoption of a vehicle leasing program;
 - stronger coordination with local governments, especially, during the permitting process, to install fees that support system expansion - especially for one-time costs.
- Recommendation: Restructure financing of the emergency medical system in the following ways:
 - Collect a first responder fee for medical calls to which fire department units respond, regardless of whether the District remains in the ALS (paramedic) business; and
 - Reallocate a share of Measure H funds to the District as part of a system wide redesign if the Board of Supervisors chooses to remain in the paramedic business

II. EVALUATION BACKGROUND AND OBJECTIVES

Historical Background

The Contra Costa County Fire Protection District (District), governed by the County Board of Supervisors, was consolidated in the mid 1960's, providing services to the majority of the County. In July, 1994, the boundaries were expanded to include Oakley, Pinole, Riverview, West County and a portion of Bethel Island. Currently, the District service area covers 336 square miles, which includes a population of approximately 580,000 within nine cities and adjoining unincorporated areas. The District occupies 30 stations within nine cities that include Antioch, Clayton, Concord, Lafayette, Martinez, Pleasant Hill, Pittsburg, San Pablo and Walnut Creek.

The District's annual 1997-98 fiscal year budget of \$46,841,110. The budget is funded almost entirely with a fixed share of local property tax revenue. The District's fire department is comprised of five divisions: emergency operations, fire prevention, support services, personnel and finance, and employs approximately 444 full-time positions, with 65 positions being vacant. Fire Fighters Union Local 1230 represents 322 authorized positions in 12 classifications.

District reserves, which are rapidly dwindling according to studies conducted by County fiscal analysts, are being used to subsidize the operating budget. In response to this structural budget dilemma, the County Board of Supervisors has canceled all capital projects, eliminated vacant funded positions, reduced certain budget expenditures, and frozen any further expansion of the District's pilot paramedic program. These initial Phase I cost-saving measures are estimated by County fiscal analyst to save the District approximately \$1.3 million per year. However, these actions will not resolve the foreseeable deficit in the subsequent fiscal years. In addition, the Phase I measures will not allow the District to replace much needed equipment and apparatus, some of which date back to 1950.

Project Objectives

The Davis Company was hired by the County Board of Supervisors to examine three major issues that confront the Fire District: compensation, service delivery and staffing levels, and financing. The project objectives focused on finding ways to reduce operating costs while maintaining acceptable levels of service, and on identifying potential new revenue sources. This was accomplished through a detailed and comprehensive review of:

- District fire fighter compensation (i.e. 85% of the budget);
- District service and staffing practices, including the pilot paramedic program; and
- The District's revenues, including potential revenue enhancements.

Compensation

The District's total compensation package, including fully burdened compensation, benefits and premium pay elements was analyzed. This part of the work plan included an extensive analysis of current District compensation.

An analysis, of when, why and how compensation is paid was conducted. Work unit staffing practices, overtime policies, and employee options regarding leave and shift assignments are a few examples of issues that were analyzed.

Finally, a benchmark survey of the compensation practices of ten similar employers was completed. Pay practices of the benchmark employers were then compared and contrasted to the District's practices and pay rates. The benchmark employers included in the survey are:

Counties/Districts:

- Alameda County Fire Department
- American River Fire Protection District
- Orange County Fire Authority
- Ventura County Fire Department
- San Bernardino County Fire Department
- San Ramon Valley Fire Protection District

Cities:

- Hayward
- Sacramento
- San Mateo
- San Jose

Staffing and Services Analysis

The objectives for this component of the project were to examine staffing practices for all service activities, examine work load for all parts of the service delivery system, and evaluate alternatives to the current pilot paramedic program.

This phase began by conducting work sessions with the Fire District's administrative staff to obtain and examine operational deployment, staffing and service practice data. Station assignments, personnel deployment, alarm assignment response standards are just a few of the elements that were examined.

An analysis of staffing practices for all service activities (i.e., engine companies, truck companies, EMS services, support units, and special units such as search and rescue) was completed. Incident response requirements were also examined. Specifically, the deployment of fire resources and personnel were identified as well as minimum staffing levels and practices.

In order to objectively analyze the staffing and service data, three regional fire departments were compared to Contra Costa's operational practices. Contacts were made with these departments to compare service delivery, staffing and operational controls. The feasibility of cross-staffing, incident command practices, engine company staffing levels, and EMS service strategies were also explored.

Evaluation of Financing

In California, statewide tax limitations have all but eliminated any discretion for local governing boards to generate additional revenue to support normal or exceptional service enhancements. This is why arguments that funding fire protection is a "revenue", not an expense problem, are both specious and wrong. Local governing boards do not have the authority to raise much new revenue, and in the recent past local voters have not supported new revenue proposals.

Even so, there are a few non-tax options that potentially could expand the District's revenue. Revenue options, especially for the pilot paramedic program, were also identified and examined.

III. CONTRA COSTA FIRE SERVICE DELIVERY SYSTEM

The District operates 30 fire stations. Paid staff are stationed at 26 stations and reserves are called up at the remaining four. Two of the reserve stations (93 and 94) in the Oakley – Knightsen area serve routine fire suppression and medical first response demand in those areas. These two stations handled over 1,100 calls in 1997. Stations 18 and 19 are reserve stations that facilitate the call up and equipping of additional firefighters and volunteers for major incidents.

The District dispatches emergency calls to all but two of its stations from its communication center in Pleasant Hill. The west county stations, 69 and 70, are dispatched from the City of Richmond under a contract with The District. Richmond also provides incident command services beyond the normal 40 hour work week. The City of Pinole provides additional fire services to The District in west county.

Staffing

The basic staff unit is a fire company that includes a fire fighter, fire engineer and a captain. The District staffs 26 stations with 30 fire companies. Four additional stations house two companies each. In addition, a paramedic unit is located at station 15 and a breathing support unit is located at station 7.

The District maintains a minimum staffing level of 92 station personnel, 4 dispatch staff and 3 battalion chiefs for each shift. Minimum staffing levels are specified in the current memorandum of understanding with IAFF, Local 1230. The District's pool of 18 replacement fire fighters is used to backfill daily absences. That pool is partially depleted because of current fire fighter vacancies and long term worker compensation absences. If the pool is unable to meet the minimum staffing levels, regular employees are called back on overtime to bring staffing up to the specified minimum level. This occurs extensively, and too often.

The District operates with an “adaptive response” policy. All station personnel are trained to respond with any equipment housed at the station as directed by dispatch. The District achieves improved response times and reduces the number of staff required by a high level of flexibility in response types from all station locations.

Apparatus

The District maintains a 125 unit fleet assigned to fire stations. The fleet is composed of 52 engines, 8 trucks, 23 light and 4 heavy wild land units, 7 water tenders, and other vehicles and equipment. The median age of the fleet is 16 years. 55 vehicles are 20 to 30+ years old.

The District has established guidelines for heavy apparatus replacement based on mileage and age guides for different equipment types. The District's heavy equipment replacement guidelines are shown below.

Table 1
Heavy Equipment Replacement Guidelines
Contra Costa County Fire Protection District

<i>Age</i>	<i>Mileage</i>
30	Regardless of mileage
25+	25,000
20+	50,000
15+	75,000
10+	100,000

Table 2
Contra Costa County Fire Protection District
District Equipment Overdue for Replacement

Station	Unit	Year	Make	Model	Type	Mileage	Age
10	E110B	1977	Ford	Howe	E	120,155	21
11	E111R	1977	Ford C8000	Howe	E	66,994	21
12	E112R	1977	Ford C8000	Howe	E	58,851	21
14	E114R	1977	Ford C8000	Howe	E	66,371	21
14	E114B	1977	FORD	V.P.	E	83,124	21
15	E115R	1977	Ford C8000	V.P.	E	57,220	21
15	E115B	1977	Ford C8000	Howe	E	93,205	21
15	PU15	1977	Dodge	D150	PU	95,090	21
18	E118	1977	Ford C8000	V.P.	E	60,919	21
81	F181	1977	I.H.	Howe	Foam E	59,060	21
9	PU9	1976	Ford	1/2 T	PU	72,231	22
17	PU17	1976	Ford	1/2 T	PU	84,381	22
10	E110C	1975	Ford	Howe	E	106,933	23
2	CV10 2	1971	Chev.	Van	U	52,746	27
5	E105B	1971	IHC	V.P.	E	89,548	27
10	T110	1970	V.P.	Snorkel 85'	TK	40,328	28
20	E120C	1969	IHC	V.P.	E	91,347	29
3	T103B	1965	Snorkel 85'	V.P.	TK	27,692	33
12	E312	1965	Dodge 4x4	Coast	PW	16,300	33
12	PU12	1965	Ford	1/2 T	PU	117,484	33
19	E319	1965	GMC 4x4	Howe	PW	15,050	33
20	E120A	1965	Dia T	V.P.	E	92,147	33
83	T183	1965	Crown	Snorkel	TK	86,875	33
16	E316	1964	IHC 4x4	V.P.	PW	12,878	34
94	WT294	1964	I.H.	R-190	WT	20,870	34
6	T106	1963	LaFranc	Lad 100'	TK	27,684	35
10	WT10	1958	REO	6x6	WT Surplus	40,556	40
15	T115B	1958	LaFranc	Lad 85'	TK	26,797	40

Replacement for at least 28 vehicles (22% of the operation fleet) is overdue.

Response Policies

The District dispatches units to emergency incidents according to a set of response policies. Units dispatched to common incidents are:

- Residential fires: 3 engines, 1 truck, battalion chief
- Structure fires with rescue: 3-4 engines, 1 truck, breathing support and battalion chief
- Wild land fires: 4 units
- Medical emergency: 1 unit

The District establishes "targets" for special occupancies such as convalescent hospitals, schools or other sensitive areas with response specifically designed to contain damage and prevent injury.

Station Utilization

Appendix A-2 shows incident type by station for 1997. Stations 18 and 19 are reserve stations and 21 is the designated service area for a potential new fire station that is yet to be funded. Stations 93 and 94 are staffed by reserve personnel.

Stations are listed in ascending order in Appendix A-2. Stations with high activity (1, 85, 70, and 6) are 2 to 3 times as busy as the average station and about 12 times more active than the least active staffed stations (17 and 16). Medical calls outnumber fires of all types by about 6 to 1. False and mistaken alarms are about 20% of calls.

IV. FIRE FIGHTER COMPENSATION

There are three major components of compensation for the District's firefighters as follows:

- *Cash* includes base salary, cash that is paid in lieu of holiday time off (since fire fighters work on holidays), and a Fair Labor Standards Act (FLSA) scheduled overtime pay element.
- *Health and welfare benefits* include items such as retirement and insurance benefits. This segment of compensation also includes a uniform allowance that is paid in cash.
- *Incentive pay* is also earned in the form of cash for certain special duty assignments or for added experience or qualifications that enhance job performance. In 1996, several incentive pay items were rolled into the base salary for all the District's line suppression personnel and no longer exists as separate pay categories. Paramedic pay is still a separate incentive pay component for those assigned to this duty, and fire managers (i.e. Battalion Chiefs) are still eligible for several incentive pay categories.

All compensation is paid in accordance with a Memorandum of Understanding (i.e. a bargaining agreement) between the District's and the fire fighters' labor union, IAFF Local 1230.

Cash Payments

In recent years, the annual adjustments to a fire fighter's base salary have exceeded changes in the cost of living. The District's base for fire fighters increased from \$4,018 monthly (July, 1994) to \$4,877 (1998) monthly during the past four years. After deducting conversions of other pay categories to salary, the average annual increase has been 3.5%. During the same period of time, the cost of living, as measured by the Consumer Price Index, increased an average of 2.7% annually.

Holiday Pay: Contra Costa County recognizes thirteen holidays. Personnel who work a standard forty hour week receive holidays off with pay. Fire fighters who are assigned to 24 hour duty shifts are paid a fixed amount in cash in-lieu of holiday time off. This pay component includes 156 hours annually that is calculated at the rate of 1.5 times the standard hourly rate. Accordingly, a top-step fire fighter will earn approximately \$4,703 per year in holiday pay, or about 8.0% in addition to the regular monthly base salary. The payment is calculated at the 1.5 overtime rate whether or not a holiday actually falls on the employees assigned work shift. This provision is reasonably typical of fire fighter labor agreement provisions related to holidays.

FLSA Overtime: The Fair Labor Standards Act (FLSA) was established in the 1930s to protect workers from substandard wage and working conditions. In 1985, Congress amended the Act to cover government employees. In order to address unique aspects of public safety employment, especially for those employees whose average work week exceeds 40 hours, certain amounts of time worked are required to be paid as overtime.

Contra Costa County fire fighters, like most suppression personnel in California fire departments, are assigned to work an average of 56 hours per week for a maximum of 2,912 hours per year. Under the FLSA rules, approximately three hours per week (the number may vary slightly among employers) of scheduled duty time is paid as FLSA overtime. Some labor agreements require (and FLSA rules allow) the employer to pay the extra $\frac{1}{2}$ time rate only if the employee is actually present on duty during the earning period. The Contra Costa County MOU provides that the amount is paid automatically, even if the employee is on paid leave.

Unscheduled Overtime: Overtime is considered time worked outside a normal shift schedule, and is compensated at a rate of 1.5 of the standard hourly rate of pay. This does not include incentive pay or other differentials. The District maintains an overtime recall list which is used to fairly distribute work that is paid at an overtime rate. The recall list is not used for emergency overtime or specialized duty assignments. When a safety employee is called back to work, the employee is paid for a minimum of two hours at the higher rate.

Overtime earnings for reasons other than holidays and FLSA pay are referred to as "unscheduled overtime". Although unscheduled, this is a significant component of pay in many California fire departments due to minimum staffing practices that require replacement personnel any time a vacancy exists. Last year (1997), unscheduled overtime for all purposes represented approximately \$3.9 million or about 10.0% of the department's total payroll of \$39,965,200.

Benefits: Health & Welfare benefits include a variety of items such as retirement, insurances and other incidentals.

Retirement: The District pays 18.36% of a firefighter's cash compensation for retirement. This includes the employer contribution to retirement, and one-half of the employee's normal share of retirement costs. In addition, the District and current employees also pay an amount to keep "retired employees" pension payments up-to-date with inflation. The District's obligation for retired employees is a maximum additional 10.3% over the 18.36% amount for a maximum total of 28.39%. However, in recent years, a portion of the District's contribution has been paid from "excess retirement system earnings". During 1997 and 1998, 100% of the District's retiree obligation is paid from excess earnings. In 1996, the District paid the full 10.03%. In other years, the District paid some, but not all of the amount.

In 1997, the California Supreme Court, in the case of Ventura County Deputy Sheriff's Association v. Board of Retirement of Ventura County Retirement Association, determined that special pay allowances, bonuses, pay incentives, and other forms of special compensation, when paid in cash are to be included in the calculation of retirement pensions. As a result of the Ventura County Decision, the definition of "compensation earnings" was expanded to include other pay elements. Those pay elements include (but are not limited to):

- Base salary
- Bonuses, premiums, incentive payments, and allowances
- Overtime required by the employer of an entire grade/class
- Compensatory time
- Flexible benefits paid in cash to employees who retired before January 1, 1991
- Accrued vacation and holiday pay (*note: some accrued sick leave when paid is included; this does not apply to the District*)

Some public agencies are still in the process of implementing the changes required by the Supreme Court's decision. It appears that the District's retirement plan administrator had already been substantially complying with this ruling.

Insurances - Health benefits are paid at varying rates depending on the employee's family status, eligibility, and the specific health plan. The maximum rate that is paid by the District for health benefit is \$386.96 per month per employee (average cost per employee is less). The District pays

\$1.00 per month for life insurance, and up to \$45.40 per month for dental insurance. The actual dental premium that is paid by the District is also based on the designated dental plan.

Uniform Allowance - An allowance for all safety and non-safety officers who are required to wear a uniform is paid at the rate of \$50 per month. Personnel are responsible for buying and maintaining their uniforms.

Incentive Pay

Since the conversion of most incentives to base salary for rank and file fire fighters, the only remaining incentive pay element is for paramedic duty. Fire fighters that are assigned as paramedics earn 10% over the base rate for the class. Management employees above the Fire Captain rank are not assigned as paramedics, and therefore are not eligible for this incentive.

Employees in the Fire Management classifications receive a variety of other pay incentives including:

- *Educational pay* from 2.5 % to 7.5% of their base salary if they obtain certain education/training levels.
- *Longevity Pay* is provided at the rate of 2.5% above base for ten (10) years of service.
- *Deferred Compensation* - The District contributes \$50 per month to fire management staff towards the deferred compensation program. Employees must also contribute a base contribution amount and maintain a minimum monthly contribution to the deferred compensation plan.
- *Emergency Recall and Standby Pay* - Eleven Battalion Chiefs who are assigned to shift duty are paid a 5.0% differential for recall or standby assignments. This differential is given to an officer who is called on duty to cover emergencies and is paid at the rate of 2.5% for standby for one out of four weeks and 5% for standby for two out of four weeks.

Benchmarking Methodology

A major objective of this assignment was to determine how the District's pay practices compare to other agencies. This was done by first defining and calculating "total compensation" that Contra Costa County pays to fire fighters based on the compensation components described above. Subsequently, pay and benefit data was collected from other comparable fire departments and analyzed in the fashion so that benchmark measurements could be made.

Several approaches were developed to ensure that total compensation of fully burdened costs of fire safety personnel were identified and analyzed. For example:

- Work sessions were conducted with the Human Resources Department, the Auditor-Controller's office and Contra Costa County Employment Retirement Association (CERA) retirement office, and with District fire managers to obtain the data needed for an in-depth analysis of fire fighter compensation.
- Once the information was obtained, several analytical models were developed and reviewed with County staff. For instance, a Total Compensation Analysis Worksheet was developed that demonstrates the components of pay elements for Battalion Chiefs, Captains, Engineers and Firefighters. Once the analysis was complete, the payroll unit and the fire department reviewed the information and made changes accordingly.
- The elements of total compensation that were carefully scrutinized were leave and work assignment policies and bargaining agreements, such as base pay, incentive pay, planned and unplanned overtime pay, leave, and health and welfare benefits.

Prior Benchmarking Efforts

- In 1997, the Fire District, with input from Local 1230, conducted a salary survey at the request of the Board's Finance Committee. This effort ranked the District's total compensation in eighth place out of eleven jurisdictions, including the District, as shown below.

Table 3
Joint District, Local 1230 Survey

Agency	Total Compensation
Santa Clara, City of	\$6,102
Vallejo Fire, City of	\$5,752
Richmond Fire, City of	\$5,646
Oakland Fire, City of	\$5,545
Santa Clara, County of	\$5,523
San Jose, City of	\$5,307
San Ramon Valley FPD	\$5,261
<i>Contra Costa County FPD</i>	\$5,215
Menlo Park FPD	\$5,138
Alameda, County of	\$5,131
San Francisco, City of	\$4,869

The benchmark survey that was conducted for this study was similar, but not exactly the same. The results of these two efforts were not highly inconsistent. However, the survey reviewed in this report included more pay and benefit categories, and sought to present a more comprehensive view of total pay and benefit relationships, i.e. total compensation.

Fourteen potential fire agencies were chosen for this survey based on a variety of factors. Significant factors were (1) comparable fire department size and complexity in order to maximize the amount of direct pay comparisons; (2) collection of data from both cities and counties in order to determine if ability to pay, or the governmental funding base, has any impact on compensation; and (3) the need to maintain reasonable consistency with the list of prior benchmark agencies.

Seven of the fourteen agencies included in the list of benchmark agencies for this survey were also part of the 1997 survey that was conducted by the District. However, only three of those seven employers chose to participate in this survey. The reasons given by those who chose not to participate were: (1) there was not a mutual need for the data at this time because bargaining is complete and a concern that the data would be out-of-date by the time it would be needed by the survey employer; and (2) the scope of this survey was too large, therefore

requiring too much of an effort by agency staff. Based on our experience with similar efforts, these justifications are normal, and were not unexpected.

The goal was to obtain complete data from at least ten comparable city and county agencies. Ten agencies did respond with enthusiasm. The agencies are:

Counties/Districts

Alameda County Fire Department
American River Fire Protection District
Orange County Fire Authority
Ventura County Fire Department
San Ramon Valley Fire Protection District
San Bernardino County Fire Department

Cities

Hayward
Sacramento
San Mateo
San Jose

Once all data was collected and verified, it was placed into various analytical models for comparison purposes. Once those models were developed, they were forwarded to each participant for final verification. Summary models were then formulated based on the total compensation analysis worksheets and are shown as Appendix G.

Overtime

Since overtime cost was an important issue for this study, information on overtime expenditure and management control practices was solicited from all benchmark participants. Four agencies were able to provide sufficient data for comparative analysis. Discussions with fire managers in these four agencies centered on minimum staffing levels, specific practices to reduce overtime, and functions or activities that were performed by safety personnel that could cause overtime.

Approach to Compensation Data Comparisons

The comparative analysis centered on three components: (1) cash including regular overtime payments for holidays and to meet FLSA requirements, (2) health and welfare benefits, and (3) incentive pay. For the purpose of comparing accurate monthly base salary among the benchmark agencies, EMT and Hazardous Materials incentives were incorporated into each base salary since these incentives are given to a majority of safety personnel by the benchmark employers.

Certain pay components that apply to captains, engineers and firefighters do not apply to Battalion Chiefs due to their fire management status. These differences were noted and analyzed.

Most Battalion Chiefs do not receive paramedic pay, do receive a variety of other incentives such as education and longevity pay, and are generally exempt from FLSA standards - with the exception of the San Mateo Fire Department the San Ramon Fire Protection District.

Two total compensation comparisons were made, one with and one without retirement costs. Retirement benefits and cost components vary widely between employers and highly accurate comparisons were difficult to obtain within the scope of this study. A summary of total compensation *without* retirement is shown in Table 4 below. Total compensation, including retirement, is shown in Table 5.

Table 4
Ranking of Total Monthly Compensation
(Without Retirement)

Rank	Median	Contra Costa	Ranking (1-11)
Battalion Chief	\$7,873	\$8,088	4
Captain	\$6,801	\$7,147	3
Fire Engineer	\$6,129	\$6,388	2
Fire Fighter	\$5,508	\$5,837	3

The comparative analysis, excluding retirement costs, shows that Contra Costa County ranks slightly above the median for the majority of its work force. Engineers are paid approximately 4.2% above the median. Fire fighters are paid about 5.9% above the median. Captains are paid approximately 5.1 % above the median. The District's pay for a Battalion Chief is 2.7% above the median.

The second analysis shows total monthly compensation with retirement cost included. Contra Costa's pay is slightly below the median rate for benchmark employers for all classes.

Table 5
Total Monthly Compensation Comparison
(With Retirement)

Rank	Median	Contra Costa	Ranking (1-11)
Battalion Chief	\$9,509	\$9,494	7
Captain	\$8,421	\$8,380	7
Fire Engineer	\$7,523	\$7,482	7
Firefighter	\$6,830	\$6,830	6

A third analysis was also completed taking only "cash" into consideration. In this comparison, pay relationships to the market are also above the median rate. Fire fighters and Battalion Chiefs rank fourth. Engineers and Captains rank third.

Table 6
Cash Compensation

Rank	Median	Contra Costa	Ranking (1-11)
Battalion Chief	\$7,320	\$7,655	4
Captain	\$6,261	\$6,714	3
Fire Engineer	\$5,624	\$5,955	3
Firefighter	\$5,043	\$5,404	4

Minimum Staffing and Unscheduled Overtime

Minimum staffing is the minimum number of people needed to be on duty each day to provide 3-person companies in responding to various emergencies. The minimum station staffing for the Department is 276 positions (92 positions per shift, with 3 existing shifts. In order to provide coverage for work absences due to variables such as sick leave, vacation, worker's compensation injuries and training, there are an additional 18 positions in a relief staffing pool.

The District's unscheduled overtime was \$3,868,785 for calendar year 1997, or approximately 10% of the total payroll costs during 1997. The District's unscheduled overtime Annual unscheduled overtime costs were collected from 4 additional agencies to determine the percentage of unscheduled overtime to total payroll costs. A summary of this data is shown in Table 7 below. A more comprehensive review of minimum staffing and overtime is included in the following section.

Table 7
Unscheduled Overtime

	Payroll Costs*	Total Unscheduled Overtime	Total Safety Officers	% of Total Payroll
Sacramento	\$42,436,748	\$1,895,013	480	4.47%
Hayward	\$13,977,906	\$1,379,385	130	9.87%
American River	\$17,431,387	\$765,400	268	4.39%
Contra Costa	\$39,965,200	\$3,868,785	314	9.68 %
San Ramon	\$8,306,124	\$907,500	144	10.93%

* Payroll Costs include regular salaries, benefits and overtime

Total overtime incurred by the District for the first ten months of the current fiscal year is \$3,774,179. This amount is roughly equivalent to the cost of paying the District's entire annual sick leave and vacation obligation at an over time rate. If overtime accrues at this rate for the entire fiscal year, approximately \$4.7 million will be expended. According to overtime utilization records that are maintained at the Fire District, approximately \$2.7 million is attributable to minimum staffing. The District's 10 month costs were due to minimum staffing policies.

Table 8
Contra Costa County Fire Protection District
Program Overtime 1997-98

	10 Month Actual
Staff Committees	\$104,966
FLSA	\$491,162
ALS	\$110,130
Other Operations Support	\$220,480
Minimum Staffing	\$2,736,631
Training	\$89,781
Weed Abatement	\$823
Miscellaneous	\$20,206
Total	\$3,774,179

All agencies maintain a minimum staffing level, however some agencies make a concerted effort to reduce or manage overtime by closely monitoring their minimum staffing practices. For instance, American River Fire has a relief pool similar to that of Contra Costa. If a

fire fighter calls in sick or is on vacation, an alternate fire fighter is called in to cover that particular shift. If a second fire fighter cannot report for his/her shift, a second alternate is called in to cover. If a third fire fighter cannot come to work, an entire engine company is canceled for that day. American River will cancel a maximum of two engine companies per shift. As a result, their unscheduled overtime is approximately 4.4% of their total payroll costs.

The Orange County Fire Authority is also making strides to reduce overtime. Most training is done on-duty. Therefore, overtime costs are not applied during these hours because fire fighters are not attending training classes during their regular shifts. Instructional costs have also decreased. OCFA has partnered with some community colleges in jointly providing instruction, therefore sharing in the costs.

Ability to Pay

One of the project components was to address the question of ability to pay. Since cities are generally regarded as having a strong, and more flexible revenue base, the hypothesis was that cities are higher payers. Ability to pay, at least expressed in these terms is not a factor in the market place of the agencies that were surveyed. In fact, just the opposite is shown in the analysis below; counties and districts are higher payers than cities.

Table 9
Summary of Total Compensation by Employer

Counties/Districts

Rank	Top of Total Comp Range
Battalion Chief	\$11,640
Captain	\$9,070
Engineer	\$8,088
Firefighter	\$7,563

Cities

Rank	Top of Total Comp Range
Battalion Chief	\$10,562
Captain	\$8,675
Engineer	\$7,694
Firefighter	\$7,279

V. SERVICES & STAFFING

The methodology, analysis, findings and conclusions for the review of Fire District services and staffing practices are described below.

Methodology

The following steps were taken to examine service demand and staffing practices within the Fire District:

1. Current locations and response districts for the District's 30 fire stations were identified. Engine/truck company work load data was then obtained from the Fire District's CAD system (i.e. dispatch records of incidents, and response times) for each response area.
2. Engine and truck company staffing standards and practices were identified and examined, including the District's deployment of two engine/truck companies at four stations (Stations 1, 6, 10, 84)
3. Equipment/apparatus records were reviewed for annual maintenance costs, aging conditions, and status.
4. Emerging station needs and agreements with communities were identified through discussions with District staff. A review of the 5 year plan was made, including progress toward planned expansions.
5. Key departmental operating practices and cost indicators (especially related to staffing, deployment, and incident command) were compared to three other fire departments of comparable size and complexity. The review also included the District's role in specialized emergency medical services (EMS), urban search and rescue (USAR), and hazard only materials containment, and scheduling and duty assignments for the District's incident commanders (i.e. Battalion Chiefs).

Unit Staffing

The District's fire company staffing philosophy, called "adaptive staffing", is an efficient and reasonably streamlined practice compared to many other fire departments. For example:

- A (3) person engine or truck company is the basic service unit - (1) Captain (crew leader), (1) Engineer (equipment driver/operator), and (1) Fire Fighter. Many urban and suburban fire departments assign 4 to 5 fire fighters to ladder trucks, and 2 to 3 fire fighters to engines (pumpers). The key is to maintain enough flexibility in staffing so that personnel can be deployed where and when most needed, without an undue overtime expense.
- Unit personnel are cross trained to operate with essentially all equipment/apparatus within the District (adaptive staffing). This practice is in contrast to the practice of some departments to assign full-time personnel to "special call" units such as hazardous materials units, air and light units, etc.

Minimum Staffing

The District's "minimum staffing policy", as prescribed in the County/1230 labor agreement, is too stringent, and is a major culprit related to overtime as referenced in the preceding section on compensation. The policy sets minimum station staffing for each shift.

During the first ten months of 1997-98, the District's overtime expense for "minimum staffing" averaged about \$274,000 per month. One reason for this rate of expense is that the minimum staffing standard that appears to be applied in the District is a "3-person per fire company unit", rather than "total staffing per shift" as still exists for many fire departments. Staffing 100% of the time to the smallest work unit is an outmoded concept, though still extensively prevalent in fire bargaining agreements. It does not allow management to place personnel where most needed. More modern deployment concepts tend to emphasize numbers of staff required to get the "job done" rather than "full staffing of every unit at all times". We are unaware of any strong evidence that minimum staffing, as practiced in Contra Costa County, is a significant safety or service level requirement.

Suppression Vacancies

The District's basic staffing plan, in combination with its constant staffing practice, essentially guarantees that a major share of all vacancies must be replaced at an overtime rate. Therefore, when a higher than normal vacancy rate occurs (*normal vacancies are due to vacation and sick leave*) the impact is more severe. A significant portion of the District's 18 position relief pool are vacant due to retirements, resignations, and injury. This situation also increases operating costs unnecessarily.

Overtime Management

Although most overtime is due to minimum staffing and abnormal vacancies, too much of the District's "non-emergency" work load is also performed by fire company personnel working in an overtime pay status. Staff planning committees, training, and certain operations support activities combined have resulted in an overtime expenditure of approximately \$546,386 during the first ten months of this fiscal year. This suggests that non-incident response work can be more effectively managed to reduce overtime costs.

Two Unit Fire Stations

Two of the District's four "two company fire stations" (Stations 1 & 6) have a call volume and strategic mission that warrant retention of these units in their current configuration. These stations rank first and fourth in incidents reported and in overlapping incidents (i.e. the frequency that the duration of one incident exceeds the time of the next incident). Each station includes staffing to support two ladder truck/engine company units. While ladder trucks are specialized fire attack units that typically work in tandem with a pumper or engine, the advantage of multiple unit staffing is that the station can generate a variety of tactical response configurations.

The remaining "two company fire stations" (Stations 10 & 84) have medium to low call volumes and their strategic mission as ladder units appears questionable. The frequency that overlapping emergency incidents occur is about one out of every ten shifts. While we do not propose immediate elimination of these units, it is recommended that (1) they be considered candidates for meeting station needs in expansion areas; and (2) until needed for future deployment that the units be selectively decommissioned as active units when staffing is needed.

due to other vacancies. In the alternative, assigned staffing for these two stations could be reduced to five instead of six fire fighters.

Fire District Services In West County

Stations 69 and 70 serve San Pablo, El Sobrante and the unincorporated areas of Montalvin Manor-Tara Hills. The stations are cut off from the rest of the balance of the District's service area by the Briones Regional Open Space. Richmond and Pinole essentially surround these station service areas. The District already contracts with both cities for service including dispatch and incident command. Pinole is the first responder to Tara Hills and Montalvin Manor. It is likely that these cities could serve these areas more economically than does the District. It is recommended that the District explore outsourcing options with these cities.

Other Service Issues

Fire station closures are a difficult service issue to confront due to public perception that services will be reduced and residents will be less safe. In fact the reverse is often the case since re-deployment of assets can often improve service to an entire service area.

The District's service area has evolved over time, and is the result of multiple district consolidations. This often means that stations were originally located without regard to an overall plan for current service areas. This study has not included a comprehensive, district wide deployment evaluation. However, there are trends and conditions that suggest such an evaluation might be helpful, and result in greater efficiencies. For example:

Stations 12 and 14 in Martinez have about 80% overlap in service areas and are less than one mile apart. Both stations are about two miles from station 13.

Station 84 in Pittsburg (2 companies) is located about 1.1 miles from station 85. Western Bay Point has poor coverage (ranging 3 to over 4 miles) from station 86. Station 18 on the west edge of Bay Point is a reserve station. In Antioch stations 81, 82 and 83 have significant overlap in service areas. The currently planned station relocations should relieve these conditions.

Station 17 serves Layfayette and is about 0.5 mile from the Moraga boundary. Its service area is overlapped about 40% by station 15. About 25% of the service radius is outside district boundaries, and a maximum of 35% of Station 17's in-district service area is in the district and is not significantly overlapped. Station 17 has the lowest level of activity of all staffed stations. In 1997, 229 incidents were reported, including 19 fires.

The District's five-year growth projections anticipate about 5,600 new units in Pittsburg and almost 7,900 new units in Antioch. Given the overlap of service areas today, relocating existing stations should provide significant added service capacity as growth occurs.

Outsourcing Opportunities

Vehicle maintenance is one of the few fire department activities that is especially susceptible to outsourcing. The District's analysis to date has looked only at labor costs. The review did not take into account the full cost of fleet maintenance, including the lost opportunity on the land, equipment, insurance, injury losses and other fleet cost components. The City of San Clemente saves about \$100,000 per year by contracting with Ryder/MLS for fleet management. The Orange County Fire Authority uses the same vendor for a portion of its fleet maintenance program that is equivalent to about half of Contra Costa's fleet.

VI. EMERGENCY MEDICAL SERVICES

The District's EMS (paramedic) pilot program was examined to identify issues, opportunities and costs associated with continuing, or eliminating the emergency medical services program. The analysis focused on:

- a review of strategies and plans that have been implemented so far;
- analyses of program expenditures and projections to date including one-time training and start-up costs, and on-going operating costs;
- review of current EMS ambulance contracts, service standards and deployment practices; and
- identification of trends in other counties with EMS administrators and fire chiefs.

The District entered into an engine company based paramedic delivery program in 1997. Eight identified companies are in the process of being strategically placed within the system. The District has trained personnel mostly through the use of overtime in the paramedic function.

The EMS program is funded almost exclusively through the District's operations budget. Four units have been deployed so far. The remaining four are scheduled to be deployed this summer, or in the early fall. Due to fiscal concerns, the Board of Supervisors has suspended any plans to expand the EMS program beyond the currently designated eight units.

Our analysis of the current EMS system revealed the following:

1. While there are certain service delivery weaknesses that are confined mostly to specific areas, a private paramedic system is already in place in most of the District's service area.
2. In Contra Costa County the current program of deploying fire company based paramedics is without a funding plan, is not sustainable in the long run, and contributes significantly to the District's current negative fiscal condition. Taxpayers are further subsidizing a service that already has a subsidy through the allocation of Measure H funds to private ambulances.
3. Other counties are learning that through EMS system redesign, there is potential to significantly improve service to the public while funding public participation in the service with mostly new revenue. This occurs effectively integrating the Fire District's

prior paramedic program with the private emergency medical care service that already exists.

4. Without proper funding and system redesign to avoid duplication of services, the District is risking resources that it does not have by proceeding to install a fire department based paramedic service.
5. If the District continues on its present course, the implications of a retaining a small District paramedic program are: unit costs for program administration are increased; paramedics would be limited in their overall usefulness; there will be competition with private ambulance paramedics due to public/private redundancies; operational challenges in the area of fire staff scheduling will increase significantly; and there is not a sufficient source of revenue to fund the public system.
6. The Board of Supervisors has substantial authority to exercise leadership to achieve the changes that are needed to stay in the paramedic business.

Considering the above, we recommend that the Board of Supervisors take immediate further actions as follows:

1. Defer deployment of the second four paramedic units until a comprehensive re-evaluation of programmatic options and funding options has resulted in a long range EMS Plan for the County.
2. Consider suspending operation of the initial four units until a decision is made to "stay in", or "get out" of the business.
3. Request the District and the County Health/EMS Officer to present a further briefing on emergency medical care service delivery options that are discussed in this report. Any other options and issues these officials consider essential should also be included in the briefing.
4. Direct the County Health Officer, working with the Fire District and private ambulance providers, to present a comprehensive proposal and plan for integrating fire district paramedics with the private medical emergency care system in a way that eliminates present system redundancies and provides adequate funding for the District's participation in the service.

5. After considering more fully the feasibility of various service delivery models that are available to the County, make one of the following policy choices:

- Expand the current emergency medical care service delivery program to the Fire District's entire service area as part of a total public/private system redesign that provides adequate revenue to fund the County's capital and operating costs (after discussing service issues and preferences with the cities and fire departments in the west county).
- Stop providing advanced life support with County forces while retaining the needed services through private operators.

An Integrated Emergency Medical Service System

Numerous other counties are finding that a fire company offers the promise of providing a significant benefit to the emergency medical care delivery system, when the public paramedic is deployed as part of an overall public/private system design. Providing engine company based paramedics allows the ambulance transport system (normally a private service provider) more flexibility in staffing levels, response times, and availability for other uses. For example, the current response time standard of providing an advanced life support (ALS) from a private ambulance within 10 minutes 95% of the time, could be increased to 12 to 15 minutes, thus potentially reducing the number of ambulances required to be available in the system. The full scope of any reductions in the number of ambulance is dependent on geography, travel capacity, and loading factors.

Fire departments that have closely studied the integration of public/private EMS services also report other direct benefits to private ambulance providers. According to departments in Orange, San Diego, Alameda, and San Mateo counties, they believe that transport ambulances can then be further utilized to provide inter facility transports, thereby, reducing the financial burden on the emergency transport systems. Additionally, departments in these counties believe that by altering the private ambulance staffing to one paramedic and one emergency medical technician (EMT), instead of two paramedics, the cost to the transport system can be reduced.

It should be emphasized that new systems are not fully installed in the counties listed above. Accordingly, actual performance, especially revenue performance is difficult to validate.

However, these are examples of fire departments that have extensively studied this service in recent years, and they are moving forward with varying models that integrate public and private paramedic systems.

We discussed the current EMS pilot program with Mr. Art Lathrop of the County Health Services Department. The Health Department is aware of potential public/private benefits and structured the last private ambulance contract renewal to include the option of shared revenue with the ambulance provider. Specifically, during the last contract negotiations with American Medical Response (AMR - the current private ambulance and paramedic service provider), AMR offered to reduce its share of the measure H subsidy by approximately \$1.0 million if certain service responsibilities now assigned to AMR were re-assigned to others.

This part of an EMS system redesign would allow AMR to reduce its operating cost. A share of the Measure H funds (estimated at between \$600,000 and \$650,000 annually) would then be to fund fire department EMS services.

If the current program is to be expanded it should be done in the context of a recall system re-design. The Department should work with the County EMS Agency to insure that the ambulance contract is re-negotiated to support the proposed changes and the revenue that is needed.

Increasing the number of paramedics in the fire department is an essential element of the program. The current program of training in house firefighters is cost prohibitive, and should be discontinued. The department should hire paramedics as part of their normal recruitment process, thereby substantially lowering training costs - much of which is occurring on overtime at present.

EMS Revenue Options

There appears to be only two viable sources of revenue available to fund the EMS program.

- In some jurisdictions the private ambulance provider has partnered with the local agency to fund start up costs for the fire department (e.g. Rural Metro & San Diego). This would have to be included as part of a contract re-negotiation with either the current or a new ambulance provider.

- The second source of revenue would be a voter approved assessment similar to proposition “H” which currently provides some revenue to the system. In Alameda County, following approval of Proposition 218, cities and the County jointly went to the voters with ballot measures to secure existing assessments (i.e. Measure H type) and provide additional funding for fire department paramedic programs. They received overwhelming approval, as an example the City of Oakland asked voters on one ballot to approve \$21.14 County-wide, \$9.90 for EMS supplemental services; and \$7.00 for paramedic. All three passed with over 80% approval.

VII. FINANCING OF SERVICES

Three types of fiscal challenges confront the Fire District as follows:

- Revenue growth from property taxes within the district has not kept pace with costs causing near depletion of reserve funds. This condition is being temporarily abated through a series of cost reduction measures.
- The pilot paramedic program has been started without adequate revenue to either start the program, or complete it.
- There is no systematic financial plan for replenishing district assets, especially high priced fire apparatus. Approximately 22 % of the fleet is severely over-due for replacement.

General Background Re: Fire District Financing

Fire departments generally are experiencing two significant trends that are operating at cross purposes. Traditional revenue sources for fire protection are declining. Yet, the very nature of the service itself is changing at a fairly rapid pace. Revamping and reinvesting in fire and other emergency incident response systems without revenue is a challenging task. Consequently, alternative service delivery systems including private services, joint public/private partnerships, and new service standards and operating practices are emerging. Fire protection today must function in a competitive environment.

California counties are not required by law to provide fire protection. Special districts and cities provide this essential service. Accordingly, the Contra Costa County Fire Protection District not the County government, is the jurisdiction, with the Board of Supervisors as the governing body, that is responsible for resolving these fiscal dilemmas. The District has essentially only one significant source of funding - the property tax. This resource cannot be enhanced without voter approval, except through assessed value growth.

Prior to the passage of Proposition 218 in 1996, numerous fire districts had adopted special assessments to support fire protection. Today, under Prop 218, such assessments are treated as special taxes and require a 2/3 vote to be established or increased.

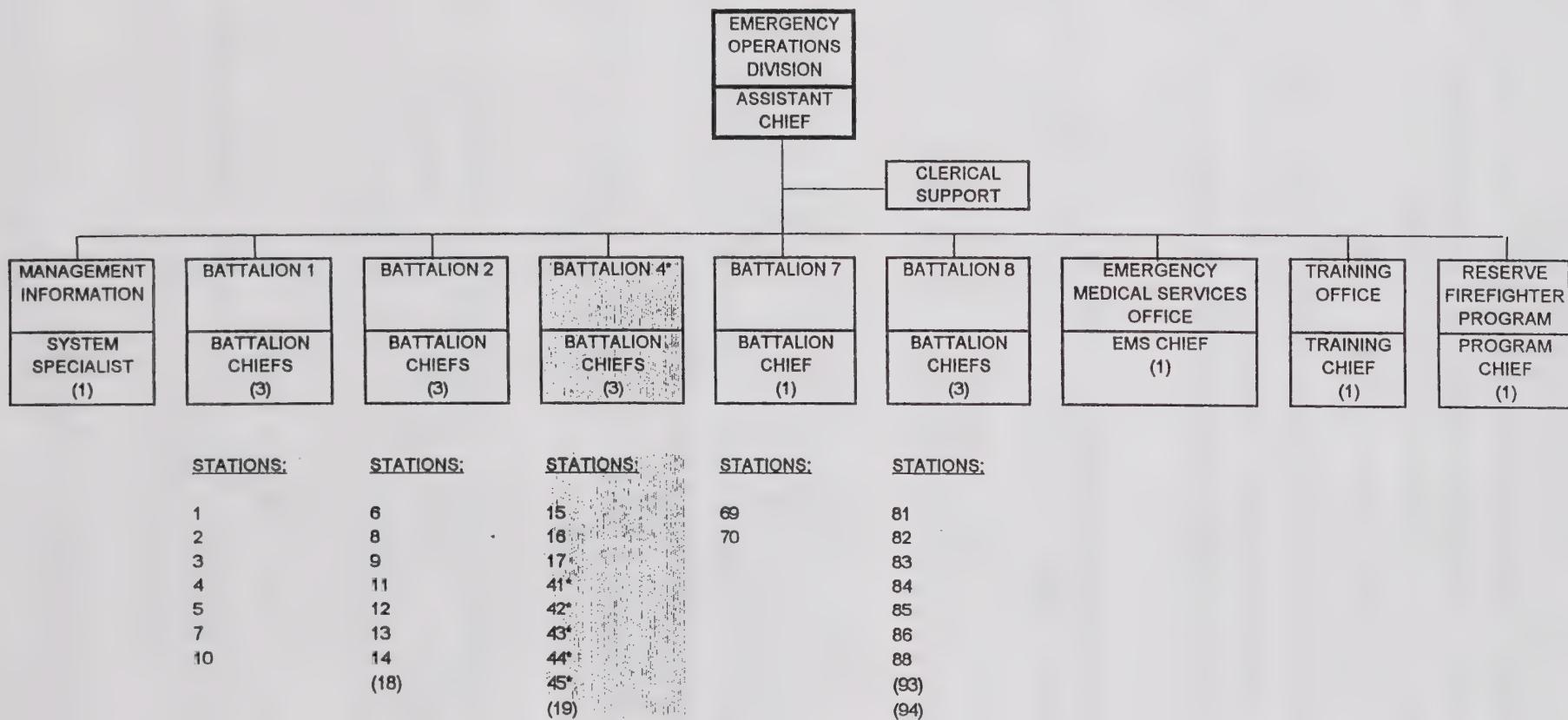
In 1994, California's voters approved Proposition 172 setting aside special revenues for public safety. Considerable controversy has since occurred within local government circles over distribution of the funds. Essentially all Prop 172 funds are directed into the justice system. Fire fighters in particular argue that the current allocation is one-sided and was never intended. Yet, there does not appear to be any significant statewide precedent for allocating Prop 172 funds to fire protection.

In fact, many legislators will note that fire districts were specifically spared from many of the drastic revenue shifts that occurred during the early 1990's. If Prop 172 resources are to be redistributed or enhanced for fire protection, it is likely that this change must come about through new state legislation.

The conditions described above and our evaluation of the Fire District's fiscal condition indicate the following conclusions:

1. Costs must be more tightly managed than in the past. To do this means closely monitoring the department's payroll cost for this is where over 85% of all costs are incurred.
2. District assets should be closely examined, and consolidated to the extent practical. Assets no longer needed should be converted, including any excess land and buildings. Consolidation of resources, especially for administrative and support functions that can be outsourced should be aggressively pursued.
3. A supplemental financing program built around the department's five year projection of district growth should be made. At a minimum, this should include:
 - a comprehensive updating of all fees and charges at least once every two years;
 - consideration and adoption of a vehicle leasing program;
 - coordination with local governments to install a stronger system of development fees to support system expansion - especially for one-time costs.
4. If the district is to pursue continued installation of a paramedic program, this should be done in tandem with a new EMS revenue stream. Options to generate added EMS revenue are outlined in the preceding section.

**CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT
OPERATIONS DIVISION**



Battalion 4 dissolved and units transferred following Moraga/Orinda district formation

1997 Incident Type by Station

Contra Costa County Fire Protection District

Station	Fires				EMS/ Rescue	Hazard- ous Condi- tion	Pub- lic Ser- vice	Mis- taken Alarm	False Alarm	Total Inc- idents	Calls per Day
	Struc- tures	Veget- ation	Other	Sub- total							
18	1	-	-	1	1	2	1	-	-	5	0.01
19	-	-	-	-	3	4	-	1	-	8	0.02
21	5	1	4	10	74	5	13	16	7	125	0.34
17	6	4	9	19	121	16	44	20	9	229	0.63
16	8	3	10	21	104	23	32	32	39	251	0.69
94	43	27	42	112	69	32	19	21	10	263	0.72
4	5	9	18	32	174	48	50	57	24	385	1.05
88	16	21	44	81	242	8	31	141	26	529	1.45
13	6	7	31	44	303	32	52	78	44	553	1.52
7	10	8	28	46	305	29	61	67	54	562	1.54
11	12	20	44	76	384	14	60	67	23	624	1.71
15	12	5	33	50	336	78	64	109	28	665	1.82
14	7	10	41	58	441	18	86	62	27	692	1.90
12	13	19	61	93	373	27	101	112	38	744	2.04
93	22	31	80	133	534	54	87	71	14	893	2.45
10	15	10	45	70	575	35	86	95	46	907	2.48
2	17	6	54	77	548	44	107	161	69	1,006	2.76
69	36	37	75	148	421	25	85	255	76	1,010	2.77
84	22	46	102	170	680	19	108	213	10	1,200	3.29
82	23	35	89	147	681	17	122	206	37	1,210	3.32
3	10	1	8	19	846	24	45	397	27	1,358	3.72
83	33	37	105	175	783	25	85	282	33	1,383	3.79
8	23	21	59	103	984	39	109	145	45	1,425	3.90
9	14	19	65	98	829	109	127	213	89	1,465	4.01
81	30	47	113	190	915	43	111	236	66	1,561	4.28
5	27	20	68	115	1,041	57	137	153	73	1,576	4.32
86	32	62	173	267	1,190	54	108	215	86	1,920	5.26
1	16	12	84	112	1,136	99	187	349	151	2,034	5.57
85	58	53	156	267	1,385	42	156	318	48	2,216	6.07
70	105	46	168	319	1,636	71	235	737	172	3,170	8.68
6	60	47	166	273	2,012	132	335	560	193	3,505	9.60
Total	687	664	1,975	3,326	19,126	1,225	2,844	5,391	1,564	33,476	91.72
Median	15.50	19	49.50	87	487.50	30.50	85.50	126.50	37.50	900	
Per Day	0.04	0.05	0.14	0.24	1.34	0.08	0.23	0.35	0.10	2.47	
Per Wk	0.30	0.37	0.95	1.67	9.38	0.59	1.64	2.43	0.72	17.31	
Average	21.47	20.75	61.72	103.94	597.69	38.28	88.88	168.47	48.88	1,046.13	
Per Day	0.06	0.06	0.17	0.28	1.64	0.10	0.24	0.46	0.13	2.87	
Per Wk	0.41	0.40	1.19	2.00	11.49	0.74	1.71	3.24	0.94	20.12	

REPORT OF COUNTY FIRE PROTECTION EMPLOYEE EARNINGS 1/1/97 thru 12/31/97

	Class	Emp No	Regular Earnings YTD	Overtime Earnings YTD	Other Earnings YTD	Total Earnings YTD	FICA YTD	Retire YTD	Medical YTD	Life Ins YTD	Workers Comp YTD	Uniform Allow. YTD	State U.INS YTD	Total Benefits YTD	Total Earn. + Ben. YTD
Asst. Chief	RPBA	3	295,160.00	0.00	50,401.63	345,561.63	0.00	60,573.36	12,125.34	0.00	15,179.71	1,695.00	0.00	89,573.41	435,135.04
Batt. Chief	RPHA	11	948,885.93	183,235.97	150,358.59	1,282,480.49	0.00	217,854.65	45,729.70	0.00	58,103.60	6,215.00	0.00	327,902.95	1,610,383.44
Ch/Fire EMS	RPHD	1	49,985.91	0.00	5,511.96	55,497.87	0.00	9,997.76	2,961.63	0.00	2,333.42	385.00	0.00	15,677.81	71,175.68
Captain	RPTA	90	6,110,163.77	1,333,062.78	824,545.69	8,267,772.24	0.00	1,396,046.16	388,020.65	0.00	361,268.22	50,850.00	0.00	2,196,185.03	10,463,957.27
Engineer	RPVC	96	5,545,349.78	1,169,096.68	863,434.26	7,577,880.72	0.00	1,300,235.31	390,311.02	0.00	330,683.51	52,950.00	0.00	2,074,179.84	9,652,060.56
Fire Fighter	RPWA	112	5,845,649.49	1,183,390.04	788,800.32	7,817,839.85	0.00	1,338,524.32	482,588.84	0.00	340,508.97	59,665.00	0.00	2,221,287.13	10,039,126.98
Fire Tmg Sup	RWHG	1	73,076.00	0.00	14,063.23	87,139.23	0.00	17,261.90	4,820.30	0.00	3,820.79	565.00	0.00	26,467.99	113,607.22
GRAND TOTAL		314	18,868,270.88	3,868,785.47	2,697,115.68	25,434,172.03	0.00	4,340,493.46	1,326,557.48	0.00	1,111,898.22	172,325.00	0.00	6,951,274.16	32,385,446.19

Contra Costa County Benchmark Outline/Fire EMS Services - Summary

		Budget for 97-98 fire svc	# of stations	# of Safety Personnel	Apprvd gen salary incr beyond 98
COUNTIES/DISTRICTS	ALAMEDA CO. FIRE DEPT	\$30M (est)	16	241	Formula based on Fall survey & CPI
	AMERICAN RIVER FPD	\$29,834,554	18	268	Predicated on prop tax adjustments
	ORANGE CO. FIRE DEPT.	\$101,643,852	61	728	3%
	VENTURA CO. FIRE DEPT.	\$50,544,700	33	356	Contract expires 6/30/98. No increase expected.
	SAN RAMON VALLEY FPD	\$21,403,273	8	144	Based on CPI Estimate 3% 7/1/98
	SAN BERNARDINO CO. FIRE DEPT.	N/R	67		1/2/99: 2.5% 7/3/99: 2% 1/1/00: 2% 7/2/00: F-step
CITIES	HAYWARD	\$14,873,993	7	130	3%
	SACRAMENTO	\$50,300,000	22	480	2.5%
	SAN JOSE	\$77,000,000	30	683	4%
	SAN MATEO	\$8,215,075	6	80	1999 = 3% plus additional adjustments by rank
	CONTRA COSTA	\$46,841,110	30	314	

Contra Costa County Benchmark Outline/Fire EMS Services - Detail

COUNTIES/DISTRICTS	ALAMEDA CO. FIRE DEPT	ORANGE CO. FIRE DEPT.	VENTURA CO. FIRE DEPT.	SAN RAMON VALLEY FPD	SAN BERNARDINO CO. FIRE DEPT.	HAYWARD	CITIES	SACRAMENTO	SAN JOSE	SAN MATEO	CONTRA COSTA
Apprvd gen salary incr beyond 98	Formula based on Fall survey & CPI	Predicated on prop tax adjustments	3% - 1/1/98	Contract expires 6/30/98. No increase expected.	Based on CPI 7/1/98	Estimate 3% 1/1/00: 2.5% 7/1/00: F-step	1/2/98: 2.5% 7/3/98: 2% 3% - 1/1/99	2.5% - 1/1/99	4% - June 30, 1998	1999 = 3% plus additional adjustments by rank	
Vacation accrual rates	1-4 yrs = 188 hrs 4-14 yrs = 102.9 hrs yrs = 240 hrs 14+ yrs = 8-15 yrs = 154 hrs, 288 hrs 16+ yrs = 206 hrs	1-2 yrs = 80 hrs 4-10 yrs = 3 weeks 10+ yrs = 4 weeks	Combined Biweekly Leave Accrual for 58 hrs: <5 yrs = 9.04 5-11yrs = 11.19 11yrs = 11.83 12 yrs = 12.03 13 yrs = 12.47 14 yrs = 12.90 15 yrs = 13.34	<5 yrs = 132 hrs 5-10 yrs = 180 hrs 10-15 yrs = 218 hrs >15 = 264 hrs 40 hr employees: <5 yrs = 94.2 hrs 5-10 yrs = 128.5 hrs 10-15 yrs = 154.3 hrs 15+ yrs = 188.5 hrs	13-104 pp = 112 hrs/yr 104-234 pp = 188 hrs/yr >234 pp = 224 hrs/yr	13-104 pp = 112 hrs/yr 104-234 pp = 188 hrs/yr >234 pp = 224 hrs/yr	1-5 yrs = 133 hrs. 5- 1-6 yrs = 10 days 14 yrs = 169 hrs 15+ yrs = 199 hrs	5- 1-6 yrs = 10 days 14 yrs = 15 days 15+ yrs = 20 days	5-11-12 yr = 8 shifts 13-14 yrs = 9 shifts 15+ yrs = 12 shifts	0-5 yrs = 5 shifts 10 yrs = 7 shifts 15+ yrs = 12 shifts	8 56 hr maximum 10 hrs = 40 hr 15 yrs = 336 hrs annual accrual: 284 20 yrs = 456 hrs 21-25yr = 552 hrs maximum annual accrual: 22 days 31 yrs = 792 hrs
Sick Leave accrual rates	40 hr = 10.7 hrs/mo 56 hr = 15 hrs/mo 284 hrs/year	1-3 yrs = 72 hrs 4+ = 96 hrs	40 hr = 3.68 hrs per biweekly pay period 56 hr = 3.15 hrs per biweekly pay period	56 hr: 12 hrs/mo 40 hr: 8 hrs/mo	40 hrs = 8 hrs/mo, 56 hrs = 10 hrs/mo.	40 hrs = 8 hrs/mo, 56 hrs = 10 hrs/mo.	40 hrs = 8 hrs/mo, 56 hrs = 10 hrs/mo.	12 days per year	40 hr: 12 days/yr 40 hr: 8 hours/month	56 hr: (6) 24 hour shifts/yr 40 hr: 12 hours/month	56 hr: 12 hours/month
Budget for 97-98 fire svc	\$30M (estimated)	\$29,834,554	\$101,643,852	\$50,054,800	\$21,403,273	\$14,873,993	\$50,300,000	\$77,000,000	\$8,215,075	\$46,841,110	
# of holidays	13	13	12	13	13	15	15	14	13	12 (2 are floating)	13
# of stations / fire companies	16 Stations/21 cos	18	81	33 Stations	8 stations	37 County plus 30 CDF/CSA8 Contract Stations	7 stations, 9 engine, 2 truck cos	22	30 stations	8 Stations	30
Population	221,000	280,000	1,245,000	423,007 (1996)	100,000	Estimated: 500-800K	135,000	435,000	950,000	90,000	580,000
37 Act or Part?	PERS (2% @ 50)	Pers	37 Act	37 Act	37 Act	Pers	Pers	self funded	PERS: 2% @ 50	PERS	
Any unfunded liability? paid?	No	Yes	No	Yes	Unknown	No	Yes	yes	yes, actuarial	No	Yes
Self funded, insur, or other?	Self-Insured	Self Insured	Commercial	Self-Insured	Self Insured; 3rd party administrator	Self-Insured	Self funded	self funded	Self-Insured	Self-Insured	
Bad CIVs exempt from FLSA?	yes	No	Yes	No; paid 1-1/2 hrs	56 hr: non-exempt Others: exempl	yes	yes	no	no	no	yes
FLSA designated work periods for fire inc/sfty emp?	27 day cycle	Batt Chief - 27 day cycle Firefighter - 15 day cycle	3 platoon sched.	27 day cycle	27 day cycle	24 day cycle	28 day cycle	24 day cycle	28 day cycle	27 day cycle	27 day cycle
Length of probat period for each class	FF = 2 yrs Eng/Capt/BC = 1 yr	18 months	1 year, 52 weeks	1 year for all	56 hr: 18 months 40 hr: 12 months	26 pay periods (approximately 1 year)	12 months	12 months	12 months	18 months FF-Eng 12 months Capt	6 months
Special trainee classes while new recruits in training?	No	No	No	Yes; FF Trainee for 1 yr. In academy for 14 weeks; OJT; no	Unknown	No	No	No	No	No	No
Total Safety Personnel	241	268	728	356	144	130	480	683	80	314	
Work Hours											
Hours/week											
Batt Chiefs	56 & 40	40	varies between 56/40	56	varies between 56/40	varies between 56/40	varies between 56/40	varies between 56/40	56		
Captains	56	56	56	56	56	56	56	56	56		
Engineers	56	56	56	56	56	56	56	56	56		
Firefighters	56	56	56	56	56	56	56	56	56		
Vacation Annual Hrs - Max	2x annual accrual	268	4 weeks max	Annual accrual rate x2. Max of 264 hrs.	13-104 pp = 224hr 104-234 pp = 336hr >234 pp = 448	253	240	200	2 year accrual max	336	
Sick Leave Annual Hrs - Max	56 hr = 2,912.40 hr = 2080. Converg excess hrs to vac @ 5/1. Payoff on retirement @ 20% to max accrual	264	96	144 hours max	1,936 hrs	120	124	137	No maximum	144	
Premium Pay - Annual											
Bilingual	0	0	\$35	\$90					\$548	\$180	\$0
Paramedic	10.11%	0	\$430	56 hr: 1232 hrs 40 hr: 880 hrs	12.50%	\$323					
Longevity	0	0	0						11.5%	8.40%	10.00% 2.5% for Fire Mgt.
Educational Incentive	\$30		Fire Science cert - 2.5% AA degree in FS - 8.5% Fire Marshall Cert - 1%	0	8%		2.5%-7.5% (plus course costs)	5-20%		\$200	up to 7.5%
EMT		EMT-1 \$1,500									
		EMT-P \$4,500	0	4%	8%		2%	7.50%	3.0%		
Health/Med	5.40%	0	\$215	5.40%					1%	5.0%	
Other (Specify)		Out-of-Class - Night Shift - \$5.00 per hr. On-Call Pay - 25% of pay Call-Back pay - 1.5 of pay	ARFF Pay - \$215 per mo. Night Shift - \$50 per hr. On-Call Pay - 25% of pay Call-Back pay - 1.5 of pay	Staff Pay - \$224					Admin pay for 40 hr wrk - \$936		Recall/Standby - 5% Fire Mgt only
Cash - Annual											
Base Salary											
Battalion Chief	\$7,504	\$6,097	\$6,831	\$6,843	\$7,707	\$5,191 (Capt. II)	\$6,349	\$6,392	\$7,488	\$6,622	\$7,855
FLSA Overtime	\$0	\$0	exempt	\$0	\$191	\$128	\$0	\$0	\$164	\$0	
Captains	\$6,058	\$4,922	\$5,228	\$4,274	\$5,772	\$4,720	\$6,004	\$5,559	\$5,982	\$5,089	\$6,059
FLSA Overtime	\$150	\$122	\$140	\$106	\$143	\$117	\$182	\$149	\$126	\$168	
Engineers	\$5,360	\$4,671	\$4,581	\$4,274	\$5,068	\$4,084	\$5,302	\$4,947	\$5,185	\$3,497	\$5,370

Contra Costa County Benchmark Outline/Fire EMS Services - Detail

COUNTIES/DISTRICTS					CITIES					
ALAMEDA CO. FIRE DEPT.	AMERICAN RIVER FPD	ORANGE CO. FIRE DEPT.	VENTURA CO. FIRE DEPT.	SAN RAMON VALLEY FPD	SAN BERNARDINO CO. FIRE DEPT.	HAYWARD	SACRAMENTO	SAN JOSE	SAN MATEO	CONTRA COSTA
FLSA Overtime	\$133	\$116	\$123	\$106	\$125	\$101	\$426	\$133	\$86	\$149
Firefighters	\$4,987	\$4,233	\$4,025	\$3,884	\$4,849	\$4,652	\$3,004	\$4,445	\$0	\$4,877
FLSA Overtime	\$123	\$105	\$108	\$91	\$115	\$115	\$402	\$119	\$0	\$136
Non - FLSA O.T.		1.50%		1.50%		1.50%		1.50%		
Holiday Pay										
Battalion Chief	\$427	\$352	\$289	\$373	\$462	\$276	10 holiday pay	\$280	\$421	\$184
Captains	\$340	\$203	\$221	\$279	\$346	\$251	\$346	\$243	\$336	\$126
Engineers	\$301	\$193	\$194	\$240	\$304	\$217	\$308	\$216	\$292	\$86
Firefighters	\$280	\$174	\$170	\$207	\$279	\$248	\$289	\$194	\$262	\$0
Benefits - Annual										\$392
Retirement Employer	23.47%	25%	34.38%	8.74%	22.69%	29.09%	26.13%	26.50%	21%	23.81% 18.35%
-Medicare	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45%	1.45% 1.45%
-Health	\$409	\$387	\$300 (Cafeteria Plan)	\$198	\$705	\$450	\$205	\$158	\$225	\$95.56 \$386.88
-Life				\$50,000 plan	\$7			\$28	\$1	\$8.00 \$1.00
-Dental	\$105	\$72.00	\$302 (Cafeteria Plan)		\$124		\$83	\$158		\$13.56
-Vision	\$6	\$12			\$28		\$22			\$0.00
-Long Term Care	\$12					0	\$158			\$419.88
Benefits for Retirees	\$0		\$15,000 + 5% per year				\$215	100% of City's max		
Uniform Allow.	\$48	\$50	\$0	\$38.25		\$30	\$21	\$41	\$50	\$50
Mileage Reimb.		\$31 per mile	5.31per mile			\$31/mile	\$31/mile	\$31 per mile		\$31/mile
Overtime Total		Constant Staff - \$705,400 FLSA Mandate - \$120,000 Out-of-Class - \$90,000	\$7,500,000 (Includes FLSA)	Unsched \$907,500	\$221,219 FLSA	FLSA - \$81,000 Unsched - \$1,379,385	Unscheduled only - \$1,895,013			\$3,868,785

BENCHMARK AGENCY ABBREVIATIONS
Contra Costa County Fire Protection District Study

ARFP -	American River Fire Protection District
San Jose -	The City of San Jose Fire Department
Sacto -	The City of Sacramento Fire Department
Hayward -	The City of Hayward Fire Department
OCFA -	Orange County Fire Authority
San Bern -	San Bernardino County Fire Department
Alameda -	Alameda County Fire Department
Ventura -	Ventura County Fire Department
San Mat -	The City of San Mateo Fire Department
San Ram -	San Ramon Valley Fire Protection District
ConFire -	Contra Costa County Fire Protection District

Fire Protection Compensation - Comparative Analysis

FIREFIGHTER

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
<i>Cash</i>												
Monthly Base Salary	\$3,845	\$5,036	\$4,823	\$5,104	\$4,240	\$4,652	\$5,256	\$4,016	\$3,497	\$4,649	\$4,877	\$4,652
Holiday Pay	\$158	\$283	\$211	\$295	\$179	\$248	\$295	\$226	\$86	\$279	\$392	\$248
FLSA Overtime	\$95	\$125	\$129	\$126	\$114	\$115	\$130	\$99	\$86	\$115	\$136	\$115
Total	\$4,099	\$5,444	\$5,163	\$5,525	\$4,533	\$5,015	\$5,682	\$4,340	\$3,670	\$5,043	\$5,404	\$5,043
<i>Benefits</i>												
Retirement % ¹	25.00%	21.00%	26.50%	26.13%	34.36%	29.09%	23.47%	9.74%	23.61%	22.69%	18.36%	23.61%
Retirement Paid	\$1,025	\$1,143	\$1,368	\$1,443	\$1,558	\$1,459	\$1,333	\$423	\$866	\$1,144	\$992	\$1,144
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163	\$96	\$705	\$387	\$300
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83	\$302			\$105			\$124	\$45
- Vision	\$12			\$22					\$6		\$28	
- Long Term Care									\$12			
Other ²									\$16			
Total Benefits	\$1,495	\$1,369	\$1,713	\$1,754	\$2,160	\$1,909	\$1,882	\$586	\$1,389	\$2,014	\$1,425	\$1,713
Total Compensation	\$5,594	\$6,813	\$6,876	\$7,279	\$6,692	\$6,923	\$7,563	\$4,926	\$5,059	\$7,057	\$6,830	\$6,830

Incentive Pay	Maximum Potential Incentive Payments Per Month											
	\$375	\$536	\$222		\$430	\$323		\$504	\$90	\$294		\$488
Paramedic Pay												
Bilingual Pay		\$46										
EMT ³	\$125	\$140	\$333	\$100					\$142	\$87		
Hazardous Materials												
Educational Incentive	\$205	\$10	\$889	\$375	\$100			\$30	\$217	\$200		
Longevity												
Other ²									\$224			

1) Includes total employer obligation, excluding COLA costs incurred by 1937 Act systems

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis

ENGINEER

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
<i>Cash</i>												
Monthly Base Salary	\$4,270	\$5,600	\$5,367	\$5,408	\$4,796	\$4,084	\$5,649	\$4,676	see 4 below	\$5,068	\$5,374	\$5,218
Holiday Pay	\$176	\$318	\$237	\$312	\$203	\$217	\$317	\$263		\$304	\$432	\$283
FLSA Overtime	\$106	\$138	\$145	\$134	\$128	\$101	\$140	\$106		\$125	\$149	\$131
Total	\$4,552	\$6,057	\$5,750	\$5,854	\$5,127	\$4,402	\$6,107	\$5,044		\$5,497	\$5,955	\$5,624
<i>Benefits</i>												
Retirement % ¹	25.00%	21.00%	26.50%	26.13%	34.36%	29.09%	23.47%	9.74%		22.69%	18.36%	24.24%
Retirement Paid Insurance	\$1,138	\$1,272	\$1,523	\$1,529	\$1,762	\$1,281	\$1,433	\$491		\$1,247	\$1,093	\$1,276
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163		\$705	\$387	\$343
- Life		\$1	\$28							\$7	\$1	\$4
- Dental	\$72		\$158	\$83	\$302		\$105			\$124	\$45	\$105
- Vision	\$12			\$22			\$6			\$28		\$17
- Long Term Care							\$12					\$12
Other ²							\$16					\$16
Total Benefits	\$1,609	\$1,498	\$1,868	\$1,840	\$2,364	\$1,731	\$1,981	\$654		\$2,112	\$1,526	\$1,785
Total Compensation	\$6,160	\$7,555	\$7,618	\$7,694	\$7,491	\$6,133	\$8,088	\$5,698		\$7,609	\$7,482	\$7,523

Incentive Pay	Maximum Potential Incentive Payments Per Month											
	\$375	\$596	\$247		\$430	\$323	\$542		\$90		\$634	\$537
Paramedic Pay												
Bilingual Pay		\$46										
EMT ³	\$125	\$156	\$371	\$106					\$171			
Hazardous Materials												
Educational Incentive	\$228	\$10	\$989	\$398	\$100		\$30	\$252				
Longevity												
Other ²					\$215			\$225				

1) Includes total employer obligation, excluding COLA costs incurred by 1937 Act systems

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis

CAPTAIN

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
Cash												
Monthly Base Salary	\$4,770	\$6,460	\$8,032	\$6,124	\$5,443	\$4,720	\$6,385	\$5,406	\$5,216	\$5,772	\$6,059	\$5,772
Holiday Pay	\$197	\$363	\$264	\$353	\$230	\$251	\$359	\$304	\$387	\$346	\$487	\$346
FLSA Overtime	\$118	\$160	\$162	\$151	\$146	\$117	\$158	\$134	\$129	\$143	\$168	\$146
Total	\$5,085	\$6,983	\$6,457	\$6,629	\$5,819	\$5,088	\$6,902	\$5,844	\$5,732	\$6,261	\$6,714	\$6,261
Benefits												
Retirement % ¹	25.00%	21.00%	26.50%	26.13%	34.36%	29.09%	23.47%	9.74%	23.61%	22.69%	18.36%	23.61%
Retirement Paid	\$1,271	\$1,466	\$1,711	\$1,732	\$1,999	\$1,480	\$1,620	\$569	\$1,353	\$1,421	\$1,233	\$1,466
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163	\$96	\$705	\$387	\$300
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83		\$302		\$105			\$124	\$45
- Vision	\$12			\$22				\$6			\$28	
- Long Term Care								\$12				
Other ²								\$16		\$420		
Total Benefits	\$1,741	\$1,692	\$2,055	\$2,042	\$2,601	\$1,930	\$2,168	\$732	\$1,876	\$2,285	\$1,666	\$1,930
Total Compensation	\$6,826	\$8,675	\$8,512	\$8,671	\$8,421	\$7,018	\$9,070	\$6,576	\$7,608	\$8,546	\$8,380	\$8,421

	<i>Maximum Potential Incentive Payments Per Month</i>										
Paramedic Pay	\$375	\$688	\$278		\$430	\$323	\$612				\$606
Bilingual Pay		\$46			\$35						
EMT ³	\$125	\$179	\$417	\$120				\$90	\$180		
Hazardous Materials		\$290	\$50					\$198	\$127		
Educational Incentive	\$255	\$10	\$1,112	\$450	\$100		\$30	\$293	\$200		
Longevity											
Other ²					\$215			\$225			

1) Includes total employer obligation, excluding COLA costs incurred by 1937 Act systems

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis

BATTALION CHIEF

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern *	Alameda	Ventura	San Mat	San Ram	ConFire	Median
Cash												
Monthly Base Salary	\$6,097	\$8,087	\$6,935	\$6,476	\$7,046	N/R	\$7,594	\$6,909	\$6,622	\$8,092	\$7,655	\$6,991
Holiday Pay	\$352	\$455	\$303	\$285	\$298		\$427	\$388	\$491	\$486	\$0	\$370
FLSA Overtime	\$88	\$0	\$0	\$0	\$0		\$0	\$0	\$164	\$200	\$0	\$0
Total Cash	\$6,537	\$8,542	\$7,239	\$6,761	\$7,344		\$8,021	\$7,297	\$7,277	\$8,778	\$7,655	\$7,320
Benefits												
Retirement % ¹	25.00%	21.00%	26.50%	26.13%	34.36%	N/R	23.47%	9.74%	23.61%	22.69%	18.36%	23.54%
Retirement Paid	\$1,634	\$1,794	\$1,918	\$1,766	\$2,523		\$1,882	\$711	\$1,718	\$1,992	\$1,405	\$1,780
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300		\$409	\$198	\$96	\$705	\$387	\$263
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83	\$302		\$105			\$124	\$45	\$105
- Vision	\$12			\$22			\$6			\$28		\$17
- Long Term Care							\$12					\$12
Other ²							\$0		\$420	\$6		\$6
Total Benefits	\$2,104	\$2,020	\$2,262	\$2,077	\$3,125		\$2,415	\$909	\$2,241	\$2,862	\$1,839	\$2,173
Total Compensation	\$8,641	\$10,562	\$9,501	\$8,838	\$10,469	N/R	\$10,435	\$8,206	\$9,518	\$11,640	\$9,494	\$9,509

Incentive Pay	Maximum Potential Incentive Payments Per Month											
	Paramedic Pay	\$0	\$0	\$0	\$430	\$35				\$180		
Paramedic Pay		\$46										
EMT ³	\$0	\$225	\$479	\$127				\$266		\$385		
Hazardous Materials		\$374	\$374	\$374								
Educational Incentive	\$91		\$1,278	\$476			\$30	\$332	\$200		\$574	
Longevity		\$78		\$317	\$215						\$191	
Other ²											\$423	

1) Includes total employer obligation, excluding COLA costs incurred by 1937 Act systems

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis
(Without Retirement)

FIREFIGHTER

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
Cash												
Monthly Base Salary	\$3,845	\$5,036	\$4,823	\$5,104	\$4,240	\$4,652	\$5,256	\$4,016	\$3,497	\$4,649	\$4,877	\$4,652
Holiday Pay	\$158	\$283	\$211	\$295	\$179	\$248	\$295	\$226	\$86	\$279	\$392	\$248
FLSA Overtime	\$95	\$125	\$129	\$126	\$114	\$115	\$130	\$99	\$86	\$115	\$136	\$115
Total	\$4,099	\$5,444	\$5,163	\$5,525	\$4,533	\$5,015	\$5,682	\$4,340	\$3,670	\$5,043	\$5,404	\$5,043
Benefits												
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163	\$96	\$705	\$387	\$300
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83	\$302			\$105		\$124	\$45	\$105
- Vision	\$12			\$22				\$6		\$28		\$105
- Long Term Care								\$12				\$17
Other ²								\$16				\$12
Total Benefits	\$471	\$226	\$345	\$311	\$602	\$450	\$548	\$163	\$523	\$870	\$433	\$450
Total Compensation	\$4,569	\$5,670	\$5,508	\$5,835	\$5,135	\$5,465	\$6,230	\$4,503	\$4,193	\$5,913	\$5,837	\$5,508

	<i>Maximum Potential Incentive Payments Per Month</i>									
	Paramedic Pay	Bilingual Pay	EMT ³	Hazardous Materials ³	Educational Incentive	Longevity	Other ²			
	\$375	\$536	\$222	\$100	\$430	\$323	\$504	\$294	\$90	\$488

- 1) Intentionally not included on this worksheet
- 2) Includes: Flexible Benefits or EAP, Administrative, Acting, ARFF Recall/Standby Pay
- 3) Included in Monthly Base Pay above
- 4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis (Without Retirement)

ENGINEER

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
Cash												
Monthly Base Salary	\$4,270	\$5,600	\$5,367	\$5,408	\$4,796	\$4,084	\$5,649	\$4,676	see 4 below	\$5,068	\$5,374	\$5,218
Holiday Pay	\$176	\$318	\$237	\$312	\$203	\$217	\$317	\$263		\$304	\$432	\$283
FLSA Overtime	\$106	\$138	\$145	\$134	\$128	\$101	\$140	\$106		\$125	\$149	\$131
Total	\$4,552	\$6,057	\$5,750	\$5,854	\$5,127	\$4,402	\$6,107	\$5,044		\$5,497	\$5,955	\$5,624
Benefits												
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163		\$705	\$387	\$343
- Life		\$1	\$28							\$7	\$1	\$4
- Dental	\$72		\$158	\$83	\$302		\$105			\$124	\$45	\$105
- Vision	\$12			\$22			\$6			\$28		\$17
- Long Term Care							\$12					\$12
Other ²							\$16					\$16
Total Benefits	\$471	\$226	\$344	\$311	\$602	\$450	\$548	\$163		\$864	\$433	\$441
Total Compensation	\$5,022	\$6,283	\$6,094	\$6,164	\$5,729	\$4,852	\$6,655	\$5,207		\$6,362	\$6,388	\$6,129

1) Intentionally not included on this worksheet

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis
(Without Retirement)

CAPTAIN

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern	Alameda	Ventura	San Mat	San Ram	ConFire	Median
<i>Cash</i>												
Monthly Base Salary	\$4,770	\$6,460	\$6,032	\$6,124	\$5,443	\$4,720	\$6,385	\$5,406	\$5,216	\$5,772	\$6,059	\$5,772
Holiday Pay	\$197	\$363	\$264	\$353	\$230	\$251	\$359	\$304	\$387	\$346	\$487	\$346
FLSA Overtime	\$118	\$160	\$162	\$151	\$146	\$117	\$158	\$134	\$129	\$143	\$168	\$146
Total	\$5,085	\$6,983	\$6,457	\$6,629	\$5,819	\$5,088	\$6,902	\$5,844	\$5,732	\$6,261	\$6,714	\$6,261
<i>Benefits</i>												
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300	\$450	\$409	\$163	\$96	\$705	\$387	\$300
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83		\$302			\$105		\$124	\$45
- Vision	\$12			\$22					\$6		\$28	
- Long Term Care									\$12			
Other ²							\$16			\$420		
Total Benefits	\$470	\$226	\$344	\$311	\$602	\$450	\$548	\$163	\$523	\$864	\$433	\$450
Total Compensation	\$5,555	\$7,209	\$6,801	\$6,939	\$6,421	\$5,538	\$7,450	\$6,007	\$6,255	\$7,125	\$7,147	\$6,801

	<i>Maximum Potential Incentive Payments Per Month</i>											
Paramedic Pay	\$375	\$688	\$278		\$430	\$323	\$612		\$90	\$180		\$606
Bilingual Pay		\$46			\$35							
EMT ³	\$125	\$179	\$417	\$120					\$198	\$127		
Hazardous Materials		\$299	\$530						\$227	\$248		
Educational Incentive	\$255	\$10	\$1,112	\$450	\$100			\$30	\$293	\$200		
Longevity												
Other ²					\$215				\$225			

1) Intentionally not included on this worksheet

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation - Comparative Analysis (Without Retirement)

BATTALION CHIEF

(Totals may not add due to rounding)

	ARFP	San Jose	Sacto	Hayward	OCFA	San Bern *	Alameda	Ventura	San Mat	San Ram	ConFire	Median
Cash												
Monthly Base Salary	\$6,097	\$8,087	\$6,935	\$6,476	\$7,046	N/R	\$7,594	\$6,909	\$6,622	\$8,092	\$7,655	\$6,991
Holiday Pay	\$352	\$455	\$303	\$285	\$298		\$427	\$388	\$491	\$486	\$0	\$370
FLSA Overtime	\$88	\$0	\$0	\$0	\$0		\$0	\$0	\$164	\$200	\$0	\$0
Total Cash	\$6,537	\$8,542	\$7,239	\$6,761	\$7,344		\$8,021	\$7,297	\$7,277	\$8,778	\$7,655	\$7,320
Benefits												
Insurance												
- Health	\$387	\$225	\$158	\$205	\$300		\$409	\$198	\$96	\$705	\$387	\$263
- Life		\$1	\$28						\$8	\$7	\$1	\$7
- Dental	\$72		\$158	\$83	\$302		\$105			\$124	\$45	\$105
- Vision	\$12			\$22			\$6			\$28		\$17
- Long Term Care							\$12					\$12
Other ²							\$0		\$420	\$6		\$6
Total Benefits	\$470	\$226	\$344	\$311	\$602		\$532	\$198	\$523	\$870	\$433	\$452
Total Compensation	\$7,007	\$8,768	\$7,583	\$7,071	\$7,946	N/R	\$8,553	\$7,495	\$7,800	\$9,648	\$8,088	\$7,873

1) Intentionally not included on this worksheet

2) Includes: Flexible Benefits EAP, Administrative, Acting, ARFF or Recall/Standby Pay

3) Included in Monthly Base Pay above

4) San Mateo Fire Dept. has Firefighter/Engineer classification

N/R Data not reported for this class

Fire Protection Compensation
Contra Costa County Fire Protection
(Totals may not add due to rounding)

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$7,655	\$6,059	\$5,374	\$4,877
Holiday Pay		\$0	\$487	\$432	\$392
FLSA Overtime		\$0	\$168	\$149	\$136
<i>Total Cash</i>		\$7,655	\$6,714	\$5,955	\$5,404
Benefits					
Retirement	@ 18.36%	\$1,405	\$1,233	\$1,093	\$992
Insurance					
- Medicare*	@ 1.45%	\$0	\$98	\$87	\$79
- Health		\$387	\$387	\$387	\$387
- Life		\$1	\$1	\$1	\$1
- Dental		\$45.40	\$45.40	\$45.40	\$45.40
- Vision					
- Long Term Care					
Uniform Allowance		\$50	\$50	\$50	\$50
Other					
<i>Total Benefits</i>		\$1,889	\$1,814	\$1,664	\$1,555
<i>Total Compensation</i>		\$9,544	\$8,529	\$7,619	\$6,959

* District paid \$0 for safety officers hired before April 1, 1986

Incentive Pay Available (yes or no)					
Paramedic Pay	@ 10%		\$606	\$537	\$488
Bilingual Pay					
EMT					
Hazardous Materials					
Educational Incentive	up to 7.5%	\$574			
Training					
Longevity	@ 2.5%	\$191			
Other					
- Deferred Compensation Incentive		\$50			
- Recall/Standby	@ 5%	\$383			

Fire Protection Compensation**American River Fire Protection***(Totals may not add due to rounding)*

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$6,097	\$4,645	\$4,145	\$3,720
Holiday Pay		\$352	\$191	\$171	\$153
FLSA Overtime		\$88	\$115	\$102	\$92
<i>Total Cash</i>		\$6,537	\$4,951	\$4,418	\$3,965
<i>Benefits</i>					
Retirement	@ 25.00%	\$1,634	\$1,238	\$1,105	\$991
Insurance					
- Medicare	@ 1.45%	\$88	\$67	\$60	\$54
- Health		\$387	\$387	\$387	\$387
- Life					
- Dental		\$71.63	\$71.63	\$71.63	\$71.63
- Vision		\$11.50	\$11.50	\$11.50	\$11.50
- Long Term Care					
Uniform Allowance		\$50	\$50	\$50	\$50
Other					
<i>Total Benefits</i>		\$2,243	\$1,825	\$1,685	\$1,565
<i>Total Compensation</i>		\$8,779	\$6,777	\$6,103	\$5,531

Incentive Pay Available (yes or no)					
Paramedic Pay		\$0	\$375	\$375	\$375
Bilingual Pay					
EMT (cannot receive medic & EMT)		\$0	\$125	\$125	\$125
Hazardous Materials					
Educ. Incent (BCs receive) 1.5%; @ 5.5%		\$91	\$255	\$228	\$205
Training					
Longevity					
Other					

Fire Protection Compensation
San Jose Fire Department
(Totals may not add due to rounding)

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly					
Cash		Batt Chief	Captain	Engineer	Firefighter
Monthly Base Salary		\$7,488	\$5,982	\$5,185	\$4,663
Holiday Pay		\$421	\$336	\$292	\$262
FLSA Overtime		\$0	\$148	\$128	\$115
	Total Cash	\$7,909	\$6,466	\$5,605	\$5,040
Benefits					
Retirement	@ 21.00%	\$1,661	\$1,358	\$1,177	\$1,058
Insurance					
- Medicare	@ 1.45%	\$109	\$87	\$75	\$68
- Health		\$225	\$225	\$225	\$225
- Life		\$1	\$1	\$1	\$1
- Dental					
- Vision					
- Long Term Care					
Uniform Allowance		\$41	\$41	\$41	\$41
Other					
	Total Benefits	\$2,037	\$1,712	\$1,519	\$1,393
	Total Compensation	\$9,946	\$8,177	\$7,124	\$6,433

Incentive Pay Available (yes or no)					
Paramedic Pay	@ 11.50%	\$0	\$688	\$596	\$536
Bilingual Pay		\$46	\$46	\$46	\$46
EMT	@ 3.00%	\$225	\$179	\$156	\$140
Hazardous Materials	@ 5.00%	\$374	\$299	\$259	\$233
Educational Incentive					
Training					
Longevity					
Other					
-Administrative Pay for BCs		\$78	\$0	\$0	\$0

Fire Protection Compensation
Sacramento Fire Department
(Totals may not add due to rounding)

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$6,392	\$5,559	\$4,947	\$4,445
Holiday Pay		\$280	\$243	\$216	\$194
FLSA Overtime		\$0	\$149	\$133	\$119
	Total Cash	\$6,672	\$5,951	\$5,296	\$4,758
Benefits					
Retirement	@ 26.50%	\$1,768	\$1,577	\$1,403	\$1,261
Insurance					
- Medicare	@ 1.45%	\$93	\$81	\$72	\$64
- Health		\$158	\$158	\$158	\$158
- Life		\$28	\$28	\$28	\$28
- Dental		\$158.33	\$158.33	\$158.33	\$158.33
- Vision					
- Long Term Care					
Uniform Allowance		\$21	\$21	\$21	\$21
Other					
	Total Benefits	\$2,226	\$2,023	\$1,840	\$1,691
	Total Compensation	\$8,898	\$7,974	\$7,136	\$6,449

Incentive Pay Available (yes or no)					
Paramedic Pay	@ 5.00%	\$0	\$278	\$247	\$222
Bilingual Pay					
EMT	@ 7.50%	\$479	\$417	\$371	\$333
Hazardous Materials	@ 1.00%	\$64	\$56	\$49	\$44
Educational Incentive	up to 20.00%	\$1,278	\$1,112	\$989	\$889
Training					
Longevity					
Other					

Fire Protection Compensation

Hayward Fire Department

(Totals may not add due to rounding)

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$6,349	\$6,004	\$5,302	\$5,004
Holiday Pay		\$280	\$346	\$306	\$289
FLSA Overtime		\$0	\$148	\$131	\$124
<i>Total Cash</i>		\$6,629	\$6,498	\$5,739	\$5,417
Benefits					
Retirement	@ 26.13%	\$1,732	\$1,698	\$1,499	\$1,415
Insurance					
- Medicare	@ 1.45%	\$92	\$87	\$77	\$73
- Health		\$205	\$205	\$205	\$205
- Life					
- Dental		\$83.17	\$83.17	\$83.17	\$83.17
- Vision		\$22	\$22	\$22	\$22
- Long Term Care					
Uniform Allowance		\$30	\$30	\$30	\$30
Other					
<i>Total Benefits</i>		\$2,164	\$2,125	\$1,917	\$1,828
<i>Total Compensation</i>		\$8,793	\$8,624	\$7,656	\$7,245

Incentive Pay Available(yes or no)					
Paramedic Pay					
Bilingual Pay					
EMT	@ 2.00%	\$127	\$120	\$106	\$100
Hazardous Materials					
Educational Incentive	@ 7.50%	\$476	\$450	\$398	\$375
Training					
Longevity					
Other					

Fire Protection Compensation

Orange County Fire Authority

(Totals may not add due to rounding)

Suppression Officer	
Duty Hours	
Duty Hours without Leave	
Average duty hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$6,831	\$5,228	\$4,581	\$4,025
Holiday Pay		\$289	\$221	\$194	\$170
FLSA Overtime		\$0	\$140	\$123	\$108
Total Cash		\$7,120	\$5,589	\$4,898	\$4,303
Benefits					
Retirement	@ 34.36%	\$2,446	\$1,920	\$1,683	\$1,478
Insurance					
- Medicare	@ 1.45%	\$99	\$76	\$66	\$58
- Health	(\$300 inc. as Cafeteria Plan)	\$300	\$300	\$300	\$300
- Life	(included in plan)				
- Dental	(\$302 inc. as Cafeteria Plan)	\$302	\$302	\$302	\$302
- Vision	(included in plan)				
- Long Term Care	(included in plan)				
Uniform Allowance		\$0	\$0	\$0	\$0
Other					
Total Benefits		\$3,147	\$2,598	\$2,351	\$2,139
Total Compensation		\$10,267	\$8,187	\$7,249	\$6,442

Incentive Pay Available (yes or no)		Paramedic Pay	Bilingual Pay	EMT	Hazardous Materials	Educational Incentive	Training	Longevity	Other	-ARFF Pay
Paramedic Pay		\$430	\$430	\$430	\$430					
Bilingual Pay		\$35	\$35	\$35	\$35					
EMT										
Hazardous Materials		\$215	\$215	\$215	\$215					
Educational Incentive			\$100	\$100	\$100					
Training										
Longevity										
Other										
-ARFF Pay		\$215	\$215	\$215	\$215					

Fire Protection Compensation
San Bernardino Consolidate Fire District
(Totals may not add due to rounding)

Suppression Officer	
Hours Worked	
Work Hours without Leave	
Average hours	56

Compensation Detail - Monthly					
Cash	Capt II	Captain I	Engineer	Firefighter	
Monthly Base Salary	\$5,191	\$4,720	\$4,084	\$4,652	
Holiday Pay	\$276	\$251	\$217	\$248	
Planned Overtime (FLSA pay)	\$128	\$117	\$101	\$115	
	<i>Total Cash</i>	\$5,596	\$5,088	\$4,402	\$5,015
<i>Benefits</i>					
Retirement @ 29.09%	\$1,628	\$1,480	\$1,281	\$1,459	
Insurance					
- Medicare @ 1.45%	\$75	\$68	\$59	\$67	
- Health (Cafeteria Plan)	\$450	\$450	\$450	\$450	
- Life (included in Cafeteria Plan)					
- Dental (included in Cafeteria Plan)					
- Vision					
Long Term Disability					
Uniform Allowance					
Other Retiree Medical Contributions					
	<i>Total Benefits</i>	\$2,153	\$1,999	\$1,790	\$1,976
	<i>Total Compensation</i>	\$7,749	\$7,086	\$6,192	\$6,991

Incentive Pay Available(yes or no)				
Paramedic Pay		\$323	\$323	\$323
Bilingual Pay				
EMT				
Hazardous Materials				
Educational Incentive				
Training				
Longevity				
Other				
- Deferred Compensation Incentive				
- Professional Development				
- Emergency Recall & Standby				
Staff Capt.		Standby: minimum wage under FLSA		

Fire Protection Compensation
Alameda County Fire Department
(Totals may not add due to rounding)

Suppression Officer Hours Worked	
Work Hours without Leave	
Average hours	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary*		\$7,594	\$6,058	\$5,360	\$4,987
Holiday Pay		\$427	\$340	\$301	\$280
Planned Overtime (FLSA pay)		\$0	\$150	\$133	\$123
	Total Cash	\$8,021	\$6,548	\$5,794	\$5,390
Benefits					
Retirement	@ 23.47%	\$1,882	\$1,537	\$1,360	\$1,265
Insurance					
- Medicare	@ 1.45%	\$110	\$88	\$78	\$72
- Health (maximum payment)		\$409	\$409	\$409	\$409
- Life \$5/employee for \$10K					
- Dental		\$105	\$105	\$105	\$105
- Vision		\$6.25	\$6.25	\$6.25	\$6.25
Long Term Disability		\$12	\$12	\$12	\$12
Uniform Allowance			\$46	\$46	\$46
Other	Retiree Medical Contributions	\$0	\$16	\$16	\$16
	Total Benefits	\$2,525	\$2,203	\$2,016	\$1,916
	Total Compensation	\$10,545	\$8,751	\$7,809	\$7,306

* Includes EMT incentive pay

Incentive Pay Available (yes or no)					
Paramedic Pay	@ 10.11%		\$612	\$542	\$504
Bilingual Pay					
EMT					
Hazardous Materials	@ 5.40%		\$327	\$289	\$269
Educational Incentive		\$30	\$30	\$30	\$30
Training					
Longevity					
Other					
- Deferred Compensation Incentive					
- Professional Development					
- Emergency Recall & Standby					

Fire Protection Compensation
Ventura County Fire Department
(Totals may not add due to rounding)

Suppression Officer	
Hours Worked	
Work Hours without Leave	
Average hours	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$6,643	\$4,960	\$4,274	\$3,684
Holiday Pay		\$373	\$279	\$240	\$207
Planned Overtime (FLSA pay)		\$0	\$123	\$106	\$91
	<i>Total Cash</i>	<i>\$7,016</i>	<i>\$5,361</i>	<i>\$4,620</i>	<i>\$3,982</i>
Benefits					
Retirement	@ 9.74%	\$683	\$522	\$450	\$388
Employer Pick-Up					
Insurance					
- Medicare	@ 1.45%	\$96	\$72	\$62	\$53
- Health (Cafeteria Plan)		\$198	\$163	\$163	\$163
- Life (\$50,000 policy)					
- Dental (included in Cafeteria Plan)					
- Vision					
Long Term Disability					
Uniform Allowance		\$67	\$56	\$56	\$56
Other	Retiree Medical Contributions				
	<i>Total Benefits</i>	<i>\$1,044</i>	<i>\$813</i>	<i>\$731</i>	<i>\$661</i>
	<i>Total Compensation</i>	<i>\$8,061</i>	<i>\$6,175</i>	<i>\$5,351</i>	<i>\$4,643</i>

Incentive Pay Available (yes or no)					
Paramedic Pay					
Bilingual Pay		\$90	\$90	\$90	\$90
EMT	@ 4.00%	\$266	\$198	\$171	\$147
Hazardous Materials	@ 5.40%		\$268	\$231	\$199
Educational Incentive	@ 5.00%	\$332	\$293	\$252	\$217
Training					
Longevity					
Other					
- Deferred Compensation Incentive					
- Professional Development					
- Emergency Recall & Standby					
Staff Pay			\$224		
Supv. Premium			\$1	\$224	\$224

Fire Protection Compensation
San Mateo County Firefighters
(Totals may not add due to rounding)

Suppression Officer	
Hours Worked	
Work Hours without Leave	
Average hours	56

Number of employees

Compensation Detail - Monthly		Batt Chief	Captain	Firefighter-Engineer (combined)
Cash				
Monthly Base Salary		\$6,622	\$5,089	\$3,497
Holiday Pay		\$164	\$126	\$86
Planned Overtime (FLSA pay)		\$164	\$126	\$86
<i>Total Cash</i>		\$6,949	\$5,341	\$3,670
Benefits				
Retirement (Annual)	@ 23.61%	\$1,641	\$1,261	\$866
Insurance				
- Medicare	@ 1.45%	\$96	\$74	\$51
- Health (maximum payment)		\$95.56	\$95.56	\$95.56
- Life \$30K life & \$30K AD&D		\$7.50	\$7.50	\$7.50
- Dental				
- Vision				
Flexible Benefit		\$419.86	\$419.86	\$419.86
Long Term Disability				
Uniform Allowance		\$50	\$50	\$50
Other Retiree Medical Contributions				
<i>Total Benefits</i>		\$2,310	\$1,908	\$1,490
<i>Total Compensation</i>		\$9,259	\$7,248	\$5,160

Incentive Pay Available	
Paramedic Pay	@ 8.40%
Bilingual Pay	\$180
EMT	\$127
Hazardous Materials	\$87
Educational Incentive	\$200
Training	\$200
Longevity	\$200
Other	
- Deferred Compensation Incentive	Employer contribution of 24 hrs annual sick leave
- Professional Development	
- Emergency Recall & Standby Staff Capt.	

Fire Protection Compensation
San Ramon Fire Protection District
(Totals may not add due to rounding)

Suppression Officer	
Hours Worked	
Work Hours without Leave	
Average hours per week	56

Compensation Detail - Monthly		Batt Chief	Captain	Engineer	Firefighter
Cash					
Monthly Base Salary		\$7,707	\$5,772	\$5,068	\$4,649
Holiday Pay		\$462	\$346	\$304	\$279
Planned Overtime (FLSA pay)		\$191	\$143	\$125	\$115
	<i>Total Cash</i>	\$8,360	\$6,261	\$5,497	\$5,043
Benefits					
Retirement	@ 22.69%	\$1,897	\$1,421	\$1,247	\$1,144
Employer Pick-Up					
Insurance					
- Medicare	@ 1.45%	\$112	\$84	\$73	\$67
- Health (maximum payment)		\$705	\$705	\$705	\$705
- Life		\$7	\$7	\$7	\$7
- Dental		\$124	\$124	\$124	\$124
- Vision		\$28	\$28	\$28	\$28
Long Term Disability					
Uniform Allowance					
Other	Retiree Medical Contributions				
	EAP	\$5.80	\$5.80	\$5.80	\$5.80
	<i>Total Benefits</i>	\$2,879	\$2,375	\$2,191	\$2,082
	<i>Total Compensation</i>	\$11,239	\$8,636	\$7,688	\$7,125

Incentive Pay Available (yes or no)	
Paramedic Pay	@ 12.50%
Bilingual Pay	
EMT	@ 5.00%
Hazardous Materials	
Educational Incentive	
Training	
Longevity	
Other	

Contra Costa County
Benchmark Outline/Fire & EMS Services
May 8, 1998

Benchmark Participants:

Counties/Districts: Alameda County Fire Department
American River Fire Protection District
Orange County Fire Department
Ventura County Fire Department
San Francisco County Fire Department
San Ramon Valley Fire Protection District
San Bernardino County Fire Department

Cities: Hayward
Oakland
Richmond
Sacramento
San Mateo
San Jose
Santa Clara

Total Compensation Survey Data

(See attached survey data outline)

General Information

- Classification specs for firefighter, engineer, captain, & battalion chief
- Current Memorandum of Understanding
- History of general salary increases for specified classes from 1994-98
- Approved general salary increases beyond 1998
- Vacation accrual rates
- Sick leave accrual rates
- Actual 1996-97 fire service expenditures budget
- Budget for 1997-98 for fire service
- Number of holidays
- Number of Stations/Fire Companies
- Population
- Scope of Fire Marshal/Fire Warden Responsibility

Other Subject Areas:

Retirement

- 37 Act or PERS?
- Any unfunded liability? If so, how is it paid?
- Percentage of disability retirement for fire safety personnel

Worker's Compensation

- Self funded, insurance or other?
- Percentage of total claims that are for fire service safety employees

Human Resources and/or Operations

- Are battalion chiefs exempt from FLSA? How are they compensated?
- FLSA designated work periods for fire service safety employees
- Policies and practices used to reduce overtime (move-up, sleep time, etc.)
- Unusual or one-time projects that have contributed to overtime
- Who pays for paramedics in these specific areas:
 - tuition and costs
 - salary (i.e. on-duty training)
 - Is paramedic premium received while in training?
- What are the training requirements for other safety classes? How are these requirements provided?
- Describe recruitment procedures for firefighter candidates
- Describe testing requirements for paramedics
- Length of probationary period for each class
- Do you use special trainee classes while new recruits are in academy training?
- How are fire safety personnel compensated for holidays?
- Ratio of 40 hour work week of fire safety employees vs. suppression (56 hour) shift employees
- Typical 40 hour work week assignments for fire safety employees
- Ratio of Safety/Non-Safety
- Functions/Activities managed by fire department (e.g. dispatch, equipment, maintenance, etc.)
- How are these functions staffed? (safety vs. non-safety personnel)

Fire Protection Compensation
Contra Costa County Fire Protection

Work Hours

Hours per week

Hours per year

Vacation Annual Hours - (Maximum)

Sick Leave Annual Hours - (Maximum)

Premium Pay - Annual

Bilingual

Paramedic

Longevity

Educational Incentive

EMT

Other (please specify)

Cash - Annual

Base Salary

FLSA Overtime

Non - FLSA Overtime

Holiday Pay

Vacation Pay Off

Benefits - Annual

Retirement (Employer & Pick-up)

Insurance (Employee & Pick-up)

- Medicare
- Health
- Life
- Dental
- Vision
- Long Term Care

Benefits for Retirees

Tuition Reimbursement for Paramedic Training

Uniform Allowance

Mileage Reimbursement

Unemployment

Date

«FirstName»
«Company»
«Address1»
«City», CA «Zip»

Dear «LastName»:

I am writing to ask for your participation in a compensation benchmarking project for the Contra Costa County Fire Protection District. The Davis Company has been hired to assist the County in completing a comprehensive review of its compensation, operational, and financing practices.

Attached is a compensation benchmarking outline, which also indicates the participants that the County has chosen to contact, total compensation information and general questions regarding retirement, worker's compensation and training requirements of safety officers.

Our aim is to minimize any impacts on your staff and to not interrupt or delay any of your internal work priorities. We believe that most of the information can be obtained during one or two telephone interviews or a personal visit. We would like to conduct these interviews as follows:

- during the week of May 11, we would contact the appropriate staff person in your organization to review the data requests and verify the type of information needed, and
- during the week of May 18, we would conduct the second interview to clarify any questions we may have of the data collected.

If you can participate in this project, please review the information and send to us a copy of your current Memorandum of Understanding and classification specs for your top-step firefighter, engineer, captain, battalion chief, and paramedic classes. Either Amy Brown or Judy Davis of my staff will contact you to discuss your agency's participation.

Please call me at (916) 567-9510 if you have any questions. Again, thank you for your consideration in participating in this valuable project.

Michael Davis
Principal

